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Financing of the United Nations Operation in Côte d'Ivoire

Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2013 to 30 June 2014

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Operation in Côte d'Ivoire (UNOCI) for the period from 1 July 2013 to 30 June 2014, which amounts to $579,654,400 and represents an increase of 0.8 per cent ($4.6 million) compared to the 2012/13 budget.

In 2013/14, UNOCI will focus on assisting the Government in stabilizing the security situation, including prioritizing the protection of civilians and supporting the Government in disarmament, demobilization and reintegration and security sector reform.

UNOCI will also facilitate political dialogue and national reconciliation, support the Government as it extends State authority throughout the country, monitor and support the media, provide support in the collection of weapons, monitor the arms embargo, maintain liaison with the Forces républicaines de Côte d'Ivoire with a view to promoting mutual trust among its elements, and support the provision of security to members of the Government and key Ivorian stakeholders.

The increase of $16.7 million (9.2 per cent) in the provision for operational costs is due mainly to: (a) requirements of $10.0 million for an unmanned aerial system; (b) increased requirements for rental and operation of aircraft; (c) acquisition of radio communications equipment; (d) additional medical units and equipment; (e) security and safety services and equipment upgrades; and (f) construction of the integrated logistics base in Yopougon. The overall increase is partly offset by reduced requirements for mine-detection and mine-clearing services, owing to the rehabilitation/reconstruction of national weapons and ammunition storage, which is expected to be completed by June 2013, and by decreased requirements for rental premises, as a result of the construction of the integrated logistics base in Yopougon.

The decrease in requirements for military and police personnel of $12.7 million (4.5 per cent) is mainly attributable to: (a) the supplementary payment authorized by the General Assembly for troop reimbursement in 2012/13; (b) the lower cost of travel for emplacement, rotation, repatriation and replacement; and (c) a reduced provision for freight and deployment of contingent-owned equipment because some equipment has already been deployed.

While the overall number of personnel will remain unchanged, the following changes are proposed in the support component: nationalization of three international posts (1 P-3 post in the Engineering Section, 1 Field Service post in the Supply Section and 1 Field Service post in the Civilian Personnel Section) and the conversion of three international and one national General Service temporary positions to posts in the Conduct and Discipline Team.

The budget provides for the deployment of 192 military observers, 8,645 military contingent personnel, 555 United Nations police officers, 1,000 formed police personnel, 448 international staff (including 3 temporary positions), 825 national staff (including 13 temporary positions), 189 United Nations Volunteers and 42 Government-provided personnel.

The total resource requirements for UNOCI for the financial period from 1 July 2013 to 30 June 2014 have been linked to the Operation's objective through a number of results-based frameworks organized according to components (safe and secure environment; humanitarian and human rights; peace consolidation; law and order; and support). The human resources of the Operation in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Operation as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Operation.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditure (2011/12)*	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	293 436.4	285 673.1	272 953.0	(12 720.1)	(4.5)
Civilian personnel	119 035.8	107 812.1	108 471.4	659.3	0.6
Operational costs	212 639.2	181 531.8	198 230.0	16 698.2	9.2
Gross requirements	**625 111.4**	**575 017.0**	**579 654.4**	**4 637.4**	**0.8**
Staff assessment income	11 048.6	9 153.0	9 406.2	253.2	2.8
Net requirements	**614 062.8**	**565 864.0**	**570 248.2**	**4 384.2**	**0.8**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**625 111.4**	**575 017.0**	**579 654.4**	**4 637.4**	**0.8**

Human resources[a]

	Military observers	Military contingents	United Nations police	Formed police units	International staff	National staff[b]	Temporary position[c]	United Nations Volunteers	Government-provided personnel	Civilian electoral observers	Total
Executive direction and management											
Approved 2012/13	–	–	–	–	27	16	–	1	–	–	**44**
Proposed 2013/14	–	–	–	–	26	17	–	2	–	–	**45**
Components											
Safe and secure environment											
Approved 2012/13	192	8 645	–	–	26	9	–	21	–	–	**8 893**
Proposed 2013/14	192	8 645	–	–	29	13	–	21	–	–	**8 900**
Humanitarian and human rights											
Approved 2012/13	–	–	–	–	32	73	–	34	8	–	**147**
Proposed 2013/14	–	–	–	–	32	74	–	34	8	–	**148**
Peace consolidation											
Approved 2012/13	–	–	–	–	26	108	–	14	–	–	**148**
Proposed 2013/14	–	–	–	–	29	104	–	14	–	–	**147**
Law and order											
Approved 2012/13	–	–	555	1 000	25	25	–	5	34	–	**1 644**
Proposed 2013/14	–	–	555	1 000	25	22	–	5	34	–	**1 641**
Support											
Approved 2012/13	–	–	–	–	309	577	20	114	–	–	**1 020**
Proposed 2013/14	–	–	–	–	304	582	16	113	–	–	**1 015**
Total											
Approved 2012/13	192	8 645	555	1 000	445	808	20	189	42	–	**11 896**
Proposed 2013/14	192	8 645	555	1 000	445	812	16	189	42	–	**11 896**
Net change	–	–	–	–	–	**4**	**(4)**	–	–	–	–

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Operation in Côte d'Ivoire (UNOCI) was established by the Security Council in its resolution 1528 (2004). The Operation is mandated to support the Government in stabilizing the security situation in Côte d'Ivoire and make progress towards lasting peace and stability. The Operation's resource requirements for the 2013/14 period are based on the mandated tasks contained in Security Council resolution 2062 (2012).

2. By its resolution 2062 (2012), the Council extended the mandate of UNOCI until 31 July 2013 with an authorized strength of 8,837 military personnel, comprising 8,645 troops and staff officers and 192 military observers, 1,555 police personnel and 8 customs officers. During the 2013/14 budget period, UNOCI will contribute to a number of expected accomplishments by delivering the related key outputs shown in the frameworks below. The frameworks are organized according to components (safe and secure environment; humanitarian and human rights; peace consolidation; law and order; and support) derived from the mandate.

3. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the Operation's lifetime and the indicators of achievement measure progress towards such accomplishments during the budget period. The human resources of the Operation have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Operation as a whole. Variances in the number of personnel compared with the 2012/13 budget have been explained under the respective components.

4. UNOCI headquarters is in Abidjan, with two regional offices located in Bouaké (Sector East) and Daloa (Sector West), and a forward logistics base in Yamoussoukro. A total of 15 field offices will be staffed and operational at the beginning of fiscal period 2013/14.

B. Planning assumptions and mission support initiatives

5. Since the end of the post-electoral crisis in April 2011, Côte d'Ivoire has made notable progress towards political, social and economic stability. A democratically elected, functioning Government is in place, and since April 2012, the legislature has adopted 24 laws including 2013 State budgets, laws related to discrimination against women and an amendment to the Constitution allowing ratification of the Rome Statute of the International Criminal Court. The President has initiated key reforms, such as the establishment of the National Security Council, which facilitated the adoption of relevant strategies on security sector reform and disarmament, demobilization and reintegration. The economy has been recovering, with high growth rates, owing to ambitious national development plans, together with public and private investments, debt relief and international assistance.

6. Notwithstanding the progress mentioned above, the security situation deteriorated between August and October 2012, with attacks against the national security forces aimed at destabilizing the Government, in which over 60 individuals were killed, many more were wounded and thousands were temporarily displaced,

as well as incidents targeting supporters of the former President. These events increased mistrust and deepened divisions in the country, in particular between the ruling party and the political opposition. The political and security situations are expected to be stable but fragile in 2013/14, with a risk of deterioration if the reform processes fail to move forward.

7. In western Côte d'Ivoire, the situation remains particularly fragile due to the presence of a large number of weapons and armed elements, including former combatants, militias and dozos (traditional hunters), as well as the competition over the control of land and resources and border-related challenges. The insecurity has also increased in other parts of the country, including border incidents in the east with neighbouring Ghana. The capacity of the Ivorian security forces to ensure effective protection of the population is growing, but still remains limited. While law enforcement is present throughout the country, it remains ineffective in areas where State authority is limited and areas still under the control of the dozos. The current crisis situation in Mali is an additional potential source of concern in the northern border areas of Côte d'Ivoire.

8. Within this context, in the 2013/14 period, UNOCI will assist the Government in stabilizing the security situation, prioritizing the protection of civilians and supporting the Government in disarmament, demobilization and reintegration and security sector reform efforts.

9. In 2012, UNOCI reinforced its field presence with new field offices, mostly in the West, in support of dialogue and reconciliation, to address security challenges, and to facilitate the peaceful resolution of land and other local conflicts. The increased field structure also aims to bring the various entities of the United Nations together in support of Government priorities at the local level. In the 2013/14 period, the reinforced field presence will strengthen the United Nations system coordination activities on the priority areas and increase the liaison with the local authorities and the population and anticipate potential challenges with a more timely and effective involvement. In addition, improved information collection and analysis will improve the monitoring progress of the implementation of the various mandated tasks at the field level.

10. In the second half of 2012, the Government created the Authority on Disarmament, Demobilization and Reintegration, a centralized coordination unit reporting directly to the Presidency through the National Security Councils, and tasked with planning, programming and implementation of the national disarmament, demobilization and reintegration plan. While a pilot project was started in October 2012 demobilizing 1,470 ex-combatants, it is not expected that the national disarmament, demobilization and reintegration and security sector reform tasks will be completed by 30 June 2013. However, it is expected that the disarmament, demobilization and reintegration operations will gain momentum in the 2013/14 period and UNOCI will continue to support the Government in implementing a national programme in that regard. UNOCI anticipates similar progress with security sector reform after the adoption of a national strategy for that purpose in September 2012 and the creation of the National Security Council secretariat in December 2012 to monitor the implementation of the strategy. UNOCI will support the implementation of the activities planned in the national security sector reform strategy and assist the Government in the review of security institutions, including through the provision of expert advice, capacity-building and

support for the restoration of security actors throughout the country. UNOCI will also assist the National Security Council secretariat with its communication strategy and in sensitizing and training local authorities on the security sector reform process. UNOCI will support the reconstitution and reform of rule of law institutions through capacity development covering judiciary, corrections and police, and provide technical assistance, co-location and mentoring programmes.

11. UNOCI will continue to support the Government and United Nations agencies with humanitarian and recovery assistance, and support the sustainable return of displaced persons. The humanitarian transition phase was launched during the second half of 2012. While some progress has been noted in terms of security and access to basic social services in return areas, the situation remains fragile as long as disarmament, demobilization and reintegration and security sector reform are not fully effective, and root causes for inter-community tensions are not addressed. The humanitarian crisis that followed the post-election violence is considered to be over, but residual humanitarian needs and pockets of vulnerability remain in Côte d'Ivoire. Priority areas for humanitarian response in the 2013/14 period include, in particular, access to basic social services, food security and nutrition. UNOCI will continue to support the work of United Nations agencies and non-governmental organizations (NGOs) to ensure the safe and sustainable return of internally displaced persons and refugees. UNOCI will in consultation with United Nations and NGO partners continue to provide logistical support services to rehabilitate infrastructure, particularly in the western part of the country.

12. In the 2013/14 period, UNOCI will also facilitate political dialogue and national reconciliation to consolidate post-crisis gains and establish the basis for long-term stability and economic growth. The good offices of the Special Representative of the Secretary-General will continue to be required to facilitate dialogue between all stakeholders and to support reconciliation. UNOCI will continue to support the Government as it extends State authority throughout the country through advocacy and capacity-building activities for local authorities, including members of the Corps Prefectoral, and will monitor and support the media. Other aspects of the planned mandate objectives include the provision of support in the collection of weapons, monitoring of the arms embargo, liaison with the Forces républicaines de Côte d'Ivoire to promote mutual trust among its elements, and support for the provision of security to members of the Government and key political stakeholders.

13. UNOCI will deploy its military personnel, police and civilian components in order to: (a) effectively protect civilians; (b) ensure the protection of United Nations personnel, facilities, installations and equipment; (c) support the efforts of the Government to ensure the protection of civilians from violations of international humanitarian law and human rights abuses, including all forms of sexual and gender-based violence, to promote and protect human rights and to fight impunity; (d) support national and international efforts to bring perpetrators to justice; and (e) work closely with the Government to ensure the implementation of its commitments to address serious violations against children and in particular the finalization of the Government's action plan.

14. The UNOCI police component will extend its presence in the field through three new stations in Abengourou, Aboisso and Gagnoa to mentor, assist and support the police and gendarmerie. The United Nations police will co-locate with the

national police and gendarmerie academies and carry out rotating co-location at 309 police and gendarmerie field units throughout the country. The formed police units will continue to be deployed in Abidjan, Yamoussoukro, Daloa and Guiglo and, in view of the prevailing precarious security situation in the western part of Côte d'Ivoire, formed police units will redeploy to San-Pedro and Tabou.

15. The Operation will utilize eight military helicopters, of which three Mi-24 helicopters are part of a cost-sharing arrangement with the United Nations Mission in Liberia (UNMIL). The Mi-24 helicopters will transport force reserve elements and quick-reaction forces under hostile conditions, carry out evacuation from any location at any time, conduct search and rescue operations, undertake reconnaissance missions, provide an airborne command post, escort utility helicopters and support ground operations. A provision for an unmanned aircraft system is included in the 2013/14 budget proposal as a pilot project to conduct aerial surveillance that cannot presently be achieved using manned aircraft, particularly in the densely forested regions along the border with Liberia. The system would have the capacity to maintain 24-hour surveillance of a target area and penetrate the forest cover to identify arms caches and structures related to armed groups. Based on the results of the initial trial use of the unmanned aircraft system by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the Security Council will be informed about its use in Côte d'Ivoire prior to its deployment to UNOCI.

16. Civilian personnel levels in the Operation reflect the conversion of 3 international posts to national posts, the redeployment and reassignment of 28 posts and the conversion of 4 general temporary assistance positions to posts, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions through benchmarking of the Operation's staffing with other missions and taking into account the mission's increased presence in the field.

17. During the budget period, the Operation's support component will: (a) complete the construction of an integrated logistics base which will result in the closure of five rented premises and thereby generate savings for the coming five years; (b) carry out security enhancements required for the Operation in the light of the volatile security situation; and (c) implement improvement measures while ensuring continuity of operations. The support component will carefully monitor travel and training costs, control fuel consumption, and seek to realize efficiency gains through purchasing advance return tickets for military observers, staff officers and United Nations police. UNOCI will realign and streamline its mission support structure, including a two-year transition plan that aims at reductions, starting with the conversion of three international posts to national posts and the conversion of three international and one national staff temporary positions to posts during the 2013/14 budget cycle and through a review of supply lines, locations, service modalities and personnel structure, with an emphasis on further reduction in international staff through the redeployment of staff from support to substantive areas and an increase in the proportion of national to international staff.

18. The proposed budget for the 2013/14 financial period reflects increased requirements in the amount of $4.6 million (0.8 per cent) compared to the approved 2012/13 budget, which are mainly attributable to the increased provisions for operational costs of $16.7 million, including: (a) requirements of $10.0 million for

an unmanned aircraft system pilot project based on an annual estimated cost of $15 million, taking into account the delayed deployment factor; (b) increased requirements for rental and operation of aircraft; (c) acquisition of radio communications equipment; (d) additional medical units and equipment; (e) security and safety services and equipment upgrades; and (f) construction of the integrated logistics base in Yopougon. The overall increase is partly offset by reduced requirements for mine-detection and mine-clearing services, owing to the rehabilitation/reconstruction of national weapons and ammunition storage that is expected to be completed by June 2013, as well as decreased requirements for rental premises, owing to the construction of the integrated logistics base in Yopougon.

19. The increased requirements under civilian personnel of $0.7 million (0.6 per cent) are mainly attributable to increased requirements for national staff and United Nations Volunteers, partly offset by lower requirements for international staff, mainly due to the revised salary scale.

20. The decreased requirements in the military and police personnel category of $12.7 million (4.5 per cent) are mainly attributable to: (a) the supplementary payment authorized by the General Assembly for troop reimbursement in the 2012/13 budget; (b) a lower cost of travel for emplacement, rotation, repatriation and replacement; and (c) a reduced provision for freight and deployment of contingent-owned equipment already deployed.

C. Regional mission cooperation

21. The Liberia and Côte d'Ivoire border areas remain a focus of the Operation, owing to security and humanitarian concerns, including cross-border movements of armed individuals, land issues and intercommunity conflicts heightened by the movements in the area of refugee and internally displaced persons. As mandated by the Security Council, UNOCI will further increase its activities within the framework of the inter-mission cooperation with UNMIL beyond the regular military cooperation operations along the Liberia and Côte d'Ivoire border areas, including mirrored border patrols, followed by joint military/police/civilian meetings that include local authorities and traditional leaders from both countries. The two missions have significantly increased formalized liaison and information-sharing between the Joint Mission Analysis Centre and the military, police and human rights components and will continue to improve operations and analysis. In March 2012, the two missions and the United Nations country teams adopted a joint road map for inter-mission cooperation in the border area focusing on security and border control; strengthening State authority; and sustainable returns and integration. The two missions also support regular meetings between the two Governments to discuss common security and development challenges encountered on the border.

22. The mission will continue to support efforts to address subregional threats and contribute to the development of a subregional strategy by the Mano River Union secretariat, in collaboration with the Economic Community of West African States (ECOWAS), to address the cross-border movements of armed elements and weapons and illicit trafficking, which is being coordinated by the United Nations Office for West Africa (UNOWA).

23. UNOCI will continue to enhance regional mission cooperation with UNMIL, the United Nations Integrated Peacebuilding Office in Sierra Leone, the United Nations Integrated Peacebuilding Office in Guinea-Bissau, and UNOWA under the auspices of the United Nations West Africa Administrative Conference, where a number of administrative and logistical issues are discussed and steps are taken to identify areas for joint collaboration so as to achieve efficiency gains and ensure that missions within the region carry out their work effectively and efficiently at the minimum possible cost. UNOCI will continue to provide its air assets to other missions on a cost-sharing and cost-recovery basis for the rotation of troops and support requirements of the special political missions in the region.

24. Furthermore, the Special Representative of the Secretary-General and senior mission officials of the above-mentioned West African missions will continue to meet and consult regularly on the political situation in the region and issues of mutual concern, such as human rights, disarmament, demobilization and reintegration, civil affairs, the rule of law and police matters.

D. Partnerships, country team coordination and integrated missions

25. UNOCI will work with the United Nations country team to support peace consolidation in accordance with the underlying strategy of the integrated strategic framework and the United Nations Development Assistance Framework. UNOCI and the United Nations country team are expected to make further progress towards the joint programming of the United Nations system priorities for Côte d'Ivoire linked to the Government's National Development Programme 2012-2015, with special emphasis on peace consolidation. UNOCI will also support the United Nations humanitarian country team in the implementation of the transition of the humanitarian coordination structures to the development agenda of the Government and the remaining members of the United Nations family in the country.

26. The Office for the Coordination of Humanitarian Affairs will increase its supporting role vis-à-vis the national authorities in order to further strengthen capacity at both central and local levels in coping with matters related to humanitarian coordination.

E. Results-based-budgeting frameworks

27. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A of the present report.

Executive direction and management

28. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

29. The Special Representative of the Secretary-General serves as the Head of Mission and assists the Secretary-General in the implementation of the UNOCI mandate, in particular with regard to such key aspects of peace consolidation as

addressing remaining security threats and border-related challenges, protection of civilians, the restoration of State authority throughout the country, facilitating dialogue among all parties, support for disarmament, demobilization and reintegration, security sector reform, the reconstitution of rule of law institutions, and the promotion and protection of human rights. The Special Representative is responsible for the strategic vision and overall management of the mission and for the coordination of all activities of the United Nations family in Côte d'Ivoire, including an integrated response to the humanitarian situation and economic recovery and development-related issues crucial for long-term stability. The Special Representative also serves as the Designated Official and Chair of the Security Management Team.

30. The Special Representative of the Secretary-General will continue to provide good offices to encourage active engagement of all involved parties and interlocutors in the newly mandated tasks, particularly political dialogue and reconciliation. The Office of the Special Representative of the Secretary-General will provide the required support for those activities and ensure accurate and timely reporting. In addition, the Special Representative will provide direction and guidance to each component of the Operation to ensure full implementation of all mission mandates and the tasks of the United Nations family as a whole.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2012/13	1	2	3	2	2	**10**	7	–	**17**
Proposed posts 2013/14	1	2	5	4	3	**15**	9	1	**25**
Net change	–	–	**2**	**2**	**1**	**5**	**2**	**1**	**8**
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law									
Approved posts 2012/13	1	–	3	1	1	**6**	3	–	**9**
Proposed posts 2013/14	1	–	1	–	1	**3**	2	–	**5**
Net change	–	–	**(2)**	**(1)**	–	–	**(1)**	–	**4**
Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction									
Approved posts 2012/13	1	–	2	–	1	**4**	3	–	**7**
Proposed posts 2013/14	1	–		–	1	**4**	3	–	**7**
Net change	–	–	–	–	–	–	–	–	–

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Office of the Legal Adviser									
Approved posts 2012/13	–	–	1	1	–	**2**	3	1	**6**
Proposed posts 2013/14	–	–	1	1	–	**2**	3	1	**6**
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2012/13	–	–	1	1	–	**2**	–	–	**2**
Proposed posts 2013/14	–	–	1	1	–	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Embargo Cell									
Approved posts 2012/13	–	–	–	3	–	**3**	–	–	**3**
Proposed posts 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	**(3)**	–	**(3)**	–	–	**(3)**
Total									
Approved 2012/13	3	2	10	8	4	**27**	16	1	**44**
Proposed 2013/14	3	2	10	6	5	**26**	17	2	**45**
Net change	–	–	–	**(2)**	1	**(1)**	1	1	**1**

[a] Includes National Professional Officers and national General Service staff.

Executive direction and management summary

International staff: net decrease of 1 post (redeployment of 1 P-3 post and 1 Field Service post from support Component/Office of the Chief of Mission Support, redeployment of 3 P-3 posts to the peace consolidation component/Political Affairs Section)

National staff: net increase of 1 post (redeployment of 2 national General Service posts from the support component/Office of the Chief of Mission Support, reassignment of 1 national General Service post to support component/Civilian Personnel Section)

United Nations Volunteers: net increase of 1 United Nations Volunteer (redeployment of 1 United Nations Volunteer position from support component/Office of the Chief of Mission Support)

Office of the Special Representative of the Secretary-General

International staff: increase of 5 posts (redeployment of 1 P-5, 1 P-4 and 1 P-3 post from the Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law , redeployment of 1 P-3 post and 1 Field Service post from the Office of the Chief of Mission Support)

National staff: increase of 2 posts (redeployment of 2 national General Service positions from the Office of the Chief of Mission Support)

United Nations Volunteers: increase of 1 United Nations Volunteer (redeployment of 1 United Nations Volunteer position from the Office of the Chief of Mission Support)

31. It is proposed that the Mission Planning Unit be transferred from the Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law to the Office of the Special Representative of the Secretary-General in compliance with the guidelines/policies and job description approved by the Department of Peacekeeping Operations/Department of Field Support. This includes the redeployment of one Senior Mission Planning Officer at the P-5 level and one Mission Planning Officer at the P-3 level to the Office of the Special Representative of the Secretary-General. The Mission Planning Unit is considered to be the dedicated strategic planning capacity of the mission. As such, it should be located in the Office of the Special Representative of the Secretary-General and report directly to the Chief of Staff. It provides technical advice to the Special Representative and senior management on strategic and operational planning policies. It also assists in directing and overseeing core processes and mechanisms that enable the integrated delivery of the mission's mandate and coordinates activities on the integrated mission planning process.

32. The Unit consists of two staff members: one Senior Mission Planning Officer, P-5, who heads the Unit, and one Mission Planning Officer at the P-3 level. The officers will assist the Chief of Staff in developing a strategic mandate implementation plan in coordination with all the other divisions in the Operation. The officers will monitor the implementation of the plan, evaluate its progress and report on follow-up on evaluation findings and recommendations to improve the Operation's performance and provide guidance on priorities and strategic decision-making.

33. It is also proposed that the Best Practices Unit be moved to the Office of the Special Representative of the Secretary-General in line with practices in other missions, for increased effectiveness and better oversight. This entails redeployment of the Best Practices Officer at the P-4 level from the Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law to the Office of the Special Representative. The Best Practices Officer will report directly to the Chief of Staff, thereby contributing to better synergy and centralized coordination of management in support of the functions of the Chief of Staff.

34. It is further proposed that the Office of the Board of Inquiry, which consists of one Board of Inquiry Officer (1 P-3) and four Board of Inquiry Assistants (1 Field Service, 2 national General Service and 1 United Nations Volunteer), from the Office of the Chief of Mission Support to the Office of the Special Representative of the Secretary-General, reporting to the Chief of Staff. The Board of Inquiry constitutes an analytical and managerial tool widely used within UNOCI to review and record the facts of serious occurrences, with a view to identifying gaps in procedures and policies, strengthening internal controls and improving financial and managerial accountability. The Board's reports serve as the basis for administrative action with regard to responsible individuals. The Board of Inquiry reports most of its work to the Head of Mission and independence and confidentiality are essential to the productivity and success of its work. In addition, 75 per cent of the cases fall under the functional jurisdiction of Mission Support which could create a conflict of interest when the Chief of Mission Support has to review the findings and conclusions of Board of Inquiry cases. The redeployment of posts to the Office of the Special Representative of the Secretary-General will ensure greater effectiveness in the implementation of the Board's mandate.

Office of the Deputy Special Representative of the Secretary-General (Operations and Rule of Law)

International staff: decrease of 3 posts (redeployment of 1 P-5, 1 P-4 and 1 P-3 post to the Office of the Special Representative of the Secretary-General)

National staff: decrease of 1 post (reassignment of 1 national General Service position to the Civilian Personnel Section)

35. It is proposed that the Mission Planning Unit and the Best Practices Unit be transferred to the Office of the Special Representative of the Secretary-General. This constitutes the redeployment of one P-5 Senior Mission Planning Officer, one P-4 Best Practices Officer and one P-3 Mission Planning Officer to the Office of the Special Representative of the Secretary-General. The decision follows Department of Peacekeeping Operations/Department of Field Support policy and guidelines, in that the reporting lines of the Mission Planning and Best Practices Units shall be through the Chief of Staff to the Special Representative for better synergy and centralized coordination of management.

36. It is further proposed that one national Administrative Assistant be reassigned to the Civilian Personnel Section. In 2013, the mission is expected to receive additional delegation of authority and functions that are currently administered by the Field Personnel Division at United Nations Headquarters. This added delegation is intended to increase efficiency and improve services, overcome geographic and time-zone differences and reduce cost. The national General Service staff member will assist with the increased workload and complexity of daily personnel-related

transactions. The reduction of the national Administrative Assistant will not affect the operation of the Office.

Embargo Cell

International staff: decrease of 3 posts (redeployment of 3 P-3 posts to the Politicai Affairs Section)

37. It is proposed that all functions of the Embargo Cell be embedded in the Political Affairs Section for synergy and better oversight of Embargo Cell activities. The Cell comprises three international Officers at the P-3 level (Reporting Officer, Arms Monitoring Officer and Customs Officer) who will be redeployed to the Political Affairs Section. The transfer will allow UNOCI to better implement its mandate in monitoring sanctions imposed on Côte d'Ivoire, monitoring the arms embargo, assisting the Government of Côte d'Ivoire in monitoring the borders, with particular attention to cross-border movement of combatants or transfer of arms, and monitoring the situation of Liberian refugees in close coordination with UNMIL.

Component 1: safe and secure environment

38. Component 1 outlines key expected accomplishments related to stabilizing the security situation, including supporting the Government in its efforts to address the remaining security threats and border-related challenges. The protection of civilians remains a key mandated task, while the support to the reform of the national security sector and the disarmament, demobilization and reintegration of ex-combatants from all sides of the conflict will also be priority areas for the mission.

39. UNOCI will contribute to stabilizing the security situation through supporting the Government in its efforts to address remaining security threats in the West, Abidjan and the East, and border-related challenges involving cross-border movements of armed groups moving from Liberia and Ghana, as well as closely follow the situation on the northern border with Mali. UNOCI will continue to be proactive in implementing its mandate related to protection of civilians, including through adjusting the deployment of military and civilian personnel as necessary to ensure military, police and civilian presence in areas of concern. The mission will also conduct military activities to deter threats with a focus on border areas. The UNOCI military component will conduct high-visibility night and day mobile operations and increase joint patrols with the UNOCI police component, and national and regional security institutions to maintain situational awareness, deter spoilers, reassure the population, and engage pre-emptively by concentrating forces in volatile areas. The military contingents will also conduct routine long-range patrols, routine patrols, air reconnaissance, border patrols, and contribute to the protection of members of the Government and key political stakeholders.

40. UNOCI will continue to monitor the arms embargo in accordance with United Nations Security Council resolution 2045 (2012), in cooperation with the Group of Experts on Côte d'Ivoire, by inspecting weapons, ammunition and related materiel of relevance to the embargo. The Operation will also collect arms and other materiel brought into Côte d'Ivoire in violation of the arms embargo and dispose of them as appropriate.

41. UNOCI will support the newly established Authority on Disarmament, Demobilization and Reintegration in the disarmament and demobilization of former combatants, pending long-term reintegration options, including those offered by development partners, provide short-term (up to one year) reinsertion opportunities for former combatants from the former Forces armées des Forces nouvelles and the former Forces de défense et de sécurité who were not absorbed into the Forces républicaines de Côte d'Ivoire, youth associated with the Forces républicaines de Côte d'Ivoire, former combatants from traditional armed groups, ex-members of militia, ex-members of auto-defence groups, former combatants in Côte d'Ivoire and abroad, with a focus on those operating in the country and affecting security, in particular in and around Abidjan and in the West.

42. The provision of technical support and advice to the Authority on Disarmament, Demobilization and Reintegration, and other relevant Government actors, will include operational advice and assistance on policy and programmatic issues, in particular the implementation of the national disarmament, demobilization and reintegration programme, and a regularly updated, verified, secure and transparent database. In particular the Operation will advocate for solutions for sustained social and economic reintegration to be provided to former combatants by the Government with the support of international development partners.

43. UNOCI will play a coordination role with stakeholders and partners, providing direct operational support for the disarmament and demobilization process, helping to distribute reinsertion kits, supporting the implementation of a nationwide community violence reduction programme linked to community weapon-collection programmes and assistance for the repatriation of foreign armed combatants and Ivorian combatants remaining abroad.

44. At the same time UNOCI will continue to support the Government with technical assistance for the implementation of weapon collection for civilian disarmament.

Expected accomplishments	*Indicators of achievement*
1.1 Continued stabilization of security conditions in Côte d'Ivoire	1.1.1 No reports of armed groups threatening the civilian population (2011/12: 92; 2012/13: 0; 2013/14: 0)
	1.1.2 Reconstitution of a functioning, structured and reformed Forces républicaines de Côte d'Ivoire by the Ivorian Government, with a clear division of tasks and responsibilities
	1.1.3 Full compliance with the arms embargo (2011/12: 254 unsuccessful inspections out of a total of 685 inspections; 2012/13: 0 reported incidents; 2013/14: 0 reported incidents)

Outputs

- 438,000 routine patrol person-days (120 patrols per day x 10 troops x 365 days), including long-range patrols and mixed patrols to increase visibility in the creation of an environment conducive to safety and security that strengthens the Operation's mandate regarding the protection of civilians

- 42,900 long-range patrol person-days (3 long-range patrols per day x 25 troops x 52 weeks x 11 battalions (4 battalions in Sector West, 3 in Sector East, 4 in Sector Abidjan))
- 2,652 air reconnaissance patrol hours (1,440 flight hours for 3 Bell-212 helicopters and 1,212 flight hours for 2 Mi-17 helicopters) focused mainly on air reconnaissance/air patrols (including the border region), but also includes force deployment and extractions, support for United Nations police and military observer patrols and other military air operations
- 1,980 armed helicopter patrol hours to patrol the border region in Liberia and Côte d'Ivoire
- 62,050 military observer mobile patrol person-days (2 military observers per patrol x 5 patrols a day x 17 team sites x 365 days (2 team sites in Sector Abidjan, 9 team sites in Sector West and 6 team sites in Sector East))
- 42,705 troop security person-days (117 troops x 365 days) for the close protection of members of the Ivorian Government and other key political stakeholders
- 208 boat patrol days (2 boats x 2 days per week x 52 weeks) focused on the lagoon areas of Abidjan
- Participation in 24 meetings on regional and inter-mission cooperation, including with the Defence and Security Committees of ECOWAS, UNMIL and UNOWA and other United Nations presence in the subregion, focused on containing cross-border movements of armed groups and operations against the illegal movement of weapons
- Provision of advice to the Ivorian armed forces, with special attention to their relationship with the local population, through daily joint planned patrols and at least one monthly regional meeting
- Monthly training and provision of logistical support to the national military for joint planned military activities in compliance with the international humanitarian, human rights and refugee law and the need to protect civilians
- 24 integrated assessment missions to collect information on potential threats against the civilian population
- 12 reports to the Security Council Committee established pursuant to resolution 1572 (2004) on compliance with the arms embargo and on cooperation with the Ivorian customs service on issues concerning embargoed goods
- Conduct 15 weekly inspections of cargo on board aircraft and other vehicles at Ivorian airports, seaports and airfields and 60 monthly inspections in the Ivorian military, gendarmerie and police installations
- Provision of support through the implementation of 30 community-based projects under the community violence reduction programme aimed at enhancing community safety and social cohesion and reinforcing the community weapon-collection programmes
- Execution of more than 30 explosive ordnance disposal tasks, as requested by national institutions and/or civil society

Expected accomplishments	*Indicators of achievement*
1.2 Enhanced capacity of local authorities to protect civilians	1.2.1 Security committees at the local level, including Prefects, Forces républicaines de Côte d'Ivoire, gendarmerie, police, customs, General Council and the mayor, are fully operational in at least 40 out of a total of 107 departments (2011/12: 0; 2012/13: 0; 2013/14: 40)

Outputs

- Provision of advice to local authorities and community leaders on roles and responsibilities related to protection of civilians, including 24 meetings to enhance awareness on responsibility to protect
- Enhancement of local early warning mechanisms, including provision of technical support to enhance the effectiveness of 10 local security committees through monthly meetings with committees and committee members
- Monthly meetings with local authorities in border areas in the West of the country, to enhance information exchange and cooperation between local authorities of Côte d'Ivoire and Liberia (civil affairs)
- 7 training and sensitization sessions for 500 personnel from local authorities, service providers, personnel of security and rule of law institutions, including the juvenile justice system on child protection, grave violations against women, children and other vulnerable groups and accountability in fighting impunity

Expected accomplishments	*Indicators of achievement*
1.3 Disarmament and demobilization of former combatants	1.3.1 Operationalization and implementation by the Government of the national strategy on disarmament, demobilization and reintegration 1.3.2 Increase in the total number of disarmed and demobilized former combatants (2011/12: 0; 2012/13: 24,000; 2013/14: 30,000)

Outputs

- Provision of policy and technical advice to the Authority on Disarmament, Demobilization and Reintegration through weekly meetings and provision of dedicated experts on the development of a new national programme for the disarmament, demobilization and reintegration of Ivorian former combatants, based on clear and strict eligibility criteria; a regularly updated secure and transparent database; fair verification methods; a monitoring and evaluation process; sensitization and orientation programmes for ex-combatants, encampment issues, coordination with the national disarmament strategy and with demobilization and reintegration partners, and a balanced and transparent financing system
- Provision of operational assistance to the Government of Côte d'Ivoire in the disarmament and demobilization of approximately 30,000 ex-combatants, including through the provision of registration, screening, management and related services on three to six disarmament and demobilization sites
- Receipt and registration of 3,000 weapons and 3 tons of ammunition in the course of the disarmament and demobilization operations
- Conduct 15 verification activities on children associated with armed groups and militias during the post-electoral crisis in collaboration with relevant partners including in military camps of the Forces républicaines de Côte d'Ivoire, disarmament, demobilization and reintegration profiling centres and in the border areas

Expected accomplishments	*Indicators of achievement*
1.4 Reinsertion of Ivorian ex-combatants from all key target groups, disarmament, demobilization and repatriation of Ivorian armed elements residing in foreign countries	1.4.1 Increase in the total number of ex-combatants receiving reinsertion assistance (2011/12: 0; 2012/13: 24,000; 2013/14: 30,000)

1.4.2 Increase in the total number of disarmed, demobilized and repatriated Ivorian armed elements residing in foreign countries (2011/12: 0; 2012/13: 300; 2013/14: 2,500)

1.4.3 No new cases of recruitment and use of child soldiers reported (2011/12: 0; 2012/13: 0; 2013/14: 0)

1.4.4 Preparation and implementation of an official agreement by parties involved in the post-electoral crisis to end the killing and maiming of children, the re-recruitment and use of children associated with armed groups, attacks on and occupation of schools, and sexual violence perpetrated against children

Outputs

- Provision of policy and operational advice and assistance to the Government of Côte d'Ivoire, through the Authority on Disarmament, Demobilization and Reintegration, including through weekly meetings on the development and implementation of reinsertion assistance for ex-combatants and provision of dedicated experts to the Authority in direct support of operational planning and provision of logistical support, sensitization expertise and monitoring and evaluation of operations conducted by it
- Assistance to the Government's Authority on Disarmament, Demobilization and Reintegration in the repatriation of 2,500 Ivorian ex-combatants in a foreign country to Côte d'Ivoire and their disarmament and reinsertion. Distribution of 2,500 reinsertion kits to demobilized repatriated ex-combatants
- Training of 100 ex-combatants as HIV/AIDS peer educators, sensitization on HIV/AIDS of 1,500 ex-combatants through quarterly training sessions and facilitation of their access to voluntary counselling and testing services, in collaboration with the United Nations Population Fund (UNFPA), United Nations Development Programme (UNDP) and the Joint United Nations Programme on HIV/AIDS (UNAIDS)
- Daily monitoring of compliance by all parties to end the use of child soldiers and prevent the re-recruitment and/or reassociation of children with adult combatants
- Advocacy and regular meetings with the national Authority for Disarmament, Demobilization and Reintegration on the development and implementation of a strategy for the insertion of youth at risk in its reintegration programmes

External factors

The Authority on Disarmament, Demobilization and Reintegration continues to improve its capacity and the Government provides sufficient resources to it to implement a multi-year disarmament, demobilization and reintegration programme supported by international partners.

There are improvements in the capacity and performance of the Forces républicaines de Côte d'Ivoire and bilateral donor support continues.

Legal framework and mechanisms for repatriation of Ivorian combatants abroad as well as for foreign combatants in Côte d'Ivoire are developed in coordination with other countries.

Table 2
Human resources: component 1, safe and secure environment

Category									*Total*
I. Military observers									
Approved 2012/13									**192**
Proposed 2013/14									**192**
Net change									**–**
II. Military contingents									
Approved 2012/13									**8 645**
Proposed 2013/14									**8 645**
Net change									**–**
	International staff								
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander									
Approved posts 2012/13	–	2	–	–	–	**2**	3	–	**5**
Proposed posts 2013/14	–	2	–	–	1	**3**	3	–	**6**
Net change	–	–	–	–	**1**	**1**	–	–	**1**
Joint Operations Centre									
Approved posts 2012/13	–	–	1	–	2	**3**	–	–	**3**
Proposed posts 2013/14	–	–	1	1	3	**5**	–	–	**5**
Net change	–	–	–	**1**	**1**	**2**	–	–	**2**
Disarmament, Demobilization and Reintegration Section									
Approved posts 2012/13	–	1	6	8	1	**16**	5	19	**40**
Proposed posts 2013/14	–	1	6	8	1	**16**	9	19	**44**
Net change	–	–	–	–	–	–	**4**	–	**4**
Security Sector Reform Section									
Approved 2012/13	–	1	2	1	1	**5**	1	2	**8**
Proposed 2013/14	–	1	2	1	1	**5**	1	2	**8**
Net change	–	–	–	–	–	–	–	–	**–**
Subtotal, civilian staff									
Approved posts 2012/13	–	4	9	9	4	**26**	9	21	**56**
Proposed posts 2013/14	–	4	9	10	6	**29**	13	21	**63**
Net change	–	–	–	**1**	**2**	**3**	**4**	–	**7**
Total (I-III)									
Approved 2012/13	–	–	–	–	–	–	–	–	**8 893**
Proposed 2013/14	–	–	–	–	–	–	–	–	**8 900**
Net change	–	–	–	–	–	–	–	–	**7**

[a] Includes National Professional Officers and national General Service staff.

Component 1, safe and secure environment: summary of staffing changes

International staff: net increase of 3 posts (reassignment of 1 P-3 post from the support component/Communication and Information Technology Section, redeployment of 3 Field Service posts from the support component/Security Section, reassignment of 1 Field Service post to the support component/Civilian Personnel Section, retention of two-year vacant P-3 post)

National staff: net increase of 4 posts (reassignment of 2 National Professional Officer posts and 1 national General Service post from the peace consolidation component/Communication and Public Information Office, reassignment of 1 National Professional Officer post from the law and order component/Office of the Police Commissioner)

Office of the Force Commander

International staff: increase of 1 post (redeployment of 1 Field Service post from the Security Section)

45. It is proposed that one Field Service Administrative Assistant post be redeployed from the Security Section to increase the administrative support capacity in the Office of the Force Commander. Owing to the sensitive nature of some information handled in the Office, an international Administrative Assistant is essential to ensure confidentiality and the smooth running of the administrative activities of the Office. It will also allow continuity, as the incumbent of the post will be a civilian staff member and not subject to military personnel rotation. The incumbent will provide administrative support to the Force Commander and the Deputy Force Commander, ensuring streamlining of information and better coordination with the substantive and support sections in the Operation.

Joint Operations Centre

International staff: net increase of 2 posts (reassignment of 1 P-3 post from the Communication and Information Technology Section, redeployment of 2 Field Service posts from the Security Section, reassignment of 1 Field Service post to the Civilian Personnel Section)

46. The Situation Centre in New York carried out an assessment mission in 2012 that established the need to reinforce the UNOCI Joint Operations Centre to better report on the volatile situation in Côte d'Ivoire and neighbouring countries, such as Liberia and Mali. The Joint Operations Centre is considered to be a very important element of the Operation, as it is responsible for ensuring that senior management has sufficient information on key events to take informed decisions. It is an integrated unit that is operational 24 hours a day, 7 days a week, to enable the timely sharing of information and responses to situations as they occur. In response to the above assessment, it is proposed that one P-3 post of Chief Information Technology Officer be reassigned from the Communication and Information Technology Section to the Joint Operations Centre as Joint Operations Centre Officer, and that two international Field Service Personal Protection Officer posts be redeployed from the Security Section to the Joint Operations Centre as Watchkeepers. The Officer will coordinate and integrate information from military, police and civilian sources, and produce reports with accounts of all incidents occurring in the mission and actions taken by the Centre. The Watchkeepers will ensure that mission emergency numbers (Joint Operations Centre, Military Operation Centre, Police Operation Centre,

Security Operation Centre, Medical Services) are covered 24 hours a day, 7 days a week and inform the reporting officers on daily events and incident occurrences in Côte d'Ivoire and in neighbouring countries. Such information helps to enhance accountability and contribute to informed decision-making.

47. It is further proposed that one international Joint Operations Assistant post (1 Field Service) be reassigned to the Civilian Personnel Section in the support component as a Human Resources Assistant. In 2013, the mission is expected to receive additional delegation of authority for a large number of functions that are currently administered by the Field Personnel Division at United Nations Headquarters. This will result in a significant increase of workload in the Civilian Personnel Section. The incumbent will assist with the daily transactions and the added complex tasks in the section to cope with the expanded mandate.

Disarmament, Demobilization and Reintegration Section

International staff: no net change (retention of two-year vacant P-3 post)

National staff: increase of 4 posts (reassignment of 2 National Professional Officer posts and 1 national General Service post from the Communication and Public Information Office and 1 National Professional Officer post from the Office of the Police Commissioner)

48. The mission is increasing the emphasis on developing the disarmament, demobilization and reintegration programme as mandated by the Security Council in its resolutions 2062 (2012) and 2000 (2011) to disarm, demobilize and reintegrate 80,000 to 100,000 armed combatants over a period of five years, effective October 2012. The UNOCI Disarmament, Demobilization and Reintegration Section is also expected to provide support to the Authority on Disarmament, Demobilization and Reintegration in setting up its activities, developing its final implementation strategy, creating an action plan and implementing the related programme. Therefore, it is proposed that the Disarmament, Demobilization and Reintegration Section be strengthened by way of an increase of four posts.

49. It is proposed that one National Professional Officer post from the Office of the Police Commissioner be reassigned as Logistics Officer to efficiently support national disarmament, demobilization and reintegration progress in all its operational aspects, including the set-up, management and maintenance of nine demobilization sites and the reception, management and distribution of the reinsertion kits in support of the implementation of the programme.

50. Furthermore, the Section is expected to fully design, implement and oversee a community violence reduction programme targeting the most disenfranchised groups of ex-combatants and to reduce community tensions in hotspot areas. Although one P-3 programme officer will be responsible for the overall design of the project, the programme will also require two National Professional Officers on the ground to help identify target communities and potential implementation partners, as well as to track implementation and report regularly on programme progress. It is proposed that two National Professional Officer Radio Producer posts be reassigned from the Communication and Public Information Office as Project Officers who would be based in Sectors East and West and would be responsible for such tasks. The two additional national Project Officers would support the continued stabilization of security conditions in Côte d'Ivoire at the regional level and

contribute to the implementation of 30 community-based projects under the community violence reduction programme, and reinforce the community weapon-collection programmes.

51. In the absence of a Budget Assistant in the Disarmament, Demobilization and Reintegration Section, it is proposed that one national General Service Assistant Radio Producer post be reassigned from the Communication and Public Information Office as Budget Assistant to ensure full control of the finances of the community violence reduction programme. Proper management of funds, adherence to financial procedures and timely payments will lead to proper implementation of activities and workshops, which is crucial to the success of the programme, and will strengthen credibility and confidence in UNOCI.

52. The main emphasis of the safe and secure environment component is on the success of the five-year programme to disarm, demobilize and reintegrate ex-combatants, provision of effective support to the Authority on Disarmament, Demobilization and Reintegration, including implementation of the national programme, and proper design and implementation of the community violence reduction programme. It is therefore deemed necessary to retain the one P-3 Disarmament, Demobilization and Reintegration Officer post that has been vacant for two years. The candidate was selected and is expected to join the Operation.

Component 2: humanitarian and human rights

53. UNOCI will continue to provide support for the promotion and protection of human rights, with special attention to grave violations and abuses committed against children and women, notably sexual and gender-based violence, including the monitoring, investigation and reporting of those violations, as well as supporting national efforts to combat them. The Operation will also support the Government in national and international efforts to ensure that those responsible for serious abuses of human rights and violations of international humanitarian law, in particular those committed during the post-electoral crisis of Côte d'Ivoire, are brought to justice, irrespective of status and political affiliation.

54. Technical assistance will be provided to national authorities and other partners to strengthen their operational capacities, and training courses will be conducted to increase awareness and strengthen national capacity in relation to human rights and HIV/AIDS. UNOCI will also continue to facilitate unhindered humanitarian access and to assist in the voluntary, safe and sustainable return of refugees and displaced persons, working with the United Nations country team and relevant humanitarian organizations.

55. UNOCI will continue to work with the United Nations agencies, funds and programmes on issues ranging from humanitarian emergency relief to early recovery/development, with a view to further enhancing collaboration and coordination of actions. UNOCI and the United Nations agencies, funds and programmes jointly decided to establish United Nations joint suboffices as a mechanism to ensure the transition from a humanitarian to a post-crisis recovery perspective under the leadership of the Humanitarian/Resident Coordinator. The joint United Nations offices in the field will enhance partnerships on critical issues related to the peacebuilding process and facilitate the transition towards longer-term development, including designing programmes to address the remaining humanitarian needs of the population.

56. Furthermore, the Operation will support initiatives to promote reconciliation at all levels through participatory and inclusive approaches. In this regard, UNOCI will assist the Dialogue, Truth and Reconciliation Commission to complete its work and support the Government and other stakeholders to implement its recommendations and those of the National Commission of Inquiry.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards respect for human rights and accountability for human rights violations	2.1.1 Investigation of human rights violations and issuance of reports on the human rights situation in the country by national and international human rights organizations operating in Côte d'Ivoire (2011/12: 12 reports; 2012/13: 10 reports; 2013/14: 25 reports)
	2.1.2 Identification of perpetrators of serious human rights violations and bringing them to the attention of civilian and/or military judicial authorities (2011/12: 128; 2012/13: 50; 2013/14: 100)
	2.1.3 Continued implementation of the national plan of action to end sexual and gender-based violence in Côte d'Ivoire
	2.1.4 Issuance of the report of the Dialogue, Truth and Reconciliation Commission with recommendations on past human rights violations

Outputs

- Human rights training sessions and refresher courses for 5,000 elements of the Forces républicaines de Côte d'Ivoire, 500 law enforcement and judicial personnel, 500 civil society activists and 100 journalists, with particular emphasis on the rights of women and children, including prevention of gender-based violence
- Reinforcement of national capacities through the conduct of 3 training courses and 7 workshops for 100 members and staff of national institutions in charge of transitional justice mechanisms (the Dialogue, Truth and Reconciliation Commission and the Special Investigative Cell), 120 Government officials and 300 members of civil society on transitional justice mechanisms and national consultations
- 36 meetings to provide technical assistance to various partners, including the National Human Rights Commission to strengthen its operational capacities, concerned local authorities, military forces, police and gendarmerie on prevention of and ways to address causes related to sexual-based violence
- 4 quarterly meetings to strengthen the capacity of the Women's Rights Observatory, including through the training of its members, briefings and provision of support in the collection of relevant documentation; 12 monthly meetings with local authorities and Forces républicaines de Côte d'Ivoire commanders to prevent and put an end to grave violations committed against women and children and to engage on commitment to stop sexual violence
- Provision of weekly advice and technical support to the Dialogue, Truth and Reconciliation Commission and the Special Investigative Cell in the implementation of their respective mandates

- 12 monthly monitoring visits to truth-seeking mechanisms established as part of the transitional justice process and to detention centres holding persons prosecuted for cases related to the post-election crisis; monitoring of 20 court hearings on cases related to the post-election crisis
- 2 semi-annual public reports on the general human rights situation in Côte d'Ivoire, 12 monthly reports to the Security Council Sanctions Committee and 2 thematic reports on the human rights situation in Côte d'Ivoire, 6 bimonthly reports and 1 annual report to the Security Council under the monitoring, analysis and reporting arrangements established pursuant to Security Council resolution 1960 (2010)
- 10 quick-impact projects to strengthen human rights
- Public information campaign on human rights issues, including the production and dissemination of 40 weekly radio programmes on human rights, including women's and children's rights; participation in 4 national television programmes to discuss human rights issues; printing and distribution of 10,000 pamphlets/leaflets; 6 human rights briefings for the media and the diplomatic community

Expected accomplishments	*Indicators of achievement*
2.2 Improved humanitarian conditions and recovery capacities in Côte d'Ivoire	2.2.1 Establishment by the Government of a mechanism to stabilize and effectively address the humanitarian situation

Outputs

- Organization of 6 HIV/AIDS workshops for 150 HIV/AIDS actors of national institutions and civil society organizations to support the national campaign on HIV/AIDS and gender-based violence. Organization in collaboration with UNHCR and UNAIDS of 2 peer education training workshops and 5 HIV/AIDS awareness sessions for refugees, returnees and internally displaced persons. In addition, conduct of HIV/AIDS awareness training to targeted groups, including uniformed personnel, prisoners, youth, women and girls
- Provision of quarterly technical support to the Government (at the regional and local levels) to implement a national plan for HIV/AIDS prevention and control, in order to reduce maternal transmission, the death rate and discrimination
- 25 quick-impact projects, of which 8 are aimed at improving the situation of displaced persons, 7 are on HIV/AIDS and 10 focus on children and gender-related issues, including 3 with a specific target on sexual and gender-based violence
- Continued advice, in coordination with the United Nations country team, to support the Government in developing the Framework for Durable Solutions for Refugees and Persons of Concern

External factors

Security conditions allow for human rights and humanitarian actors to do their work, donors will provide funding for human rights projects, and the Government will provide funding for its national institutions for human rights programmes.

Table 3
Human resources: component 2, humanitarian and human rights

Category	*Total*
I. Government-provided personnel	
Approved 2012/13	8
Proposed 2013/14	8
Net change	–

	International staff								
II. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Human Rights Section									
Approved posts 2012/13	–	1	4	13	1	**19**	37	17	**73**
Proposed posts 2013/14	–	1	4	13	1	**19**	37	17	**73**
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved 2012/13	–	–	4	4	–	**8**	18	10	**36**
Proposed 2013/14	–	–	4	4	–	**8**	19	10	**37**
Net change	–	–	–	–	–	–	**1**	–	**1**
Child Protection Section									
Approved posts 2012/13	–	–	1	1	–	**2**	11	4	**17**
Proposed posts 2013/14	–	–	1	1	–	**2**	11	4	**17**
Net change	–	–	–	–	–	–	–	–	–
Gender Unit									
Approved 2012/13	–	–	1	1	–	**2**	2	–	**4**
Proposed 2013/14	–	–	1	1	–	**2**	2	–	**4**
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved 2012/13	–	–	1	–	–	**1**	5	3	**9**
Proposed 2013/14	–	–	1	–	–	**1**	5	3	**9**
Net change	–	–	–	–	–	–	–	–	–
Total civilian staff									
Approved 2012/13	–	1	11	19	1	**32**	73	34	**139**
Proposed 2013/14	–	1	11	19	1	**32**	74	34	**140**
Net change	–	–	–	–	–	–	**1**	–	**1**
Total (I and II)									
Approved 2012/13	–	–	–	–	–	–	–	–	**147**
Proposed 2013/14	–	–	–	–	–	–	–	–	**148**
Net change	–	–	–	–	–	–	–	–	**1**

[a] Includes National Professional Officers and national General Service staff.

Component 2, humanitarian and human rights: summary of staffing changes

International staff: no net change (retention of a P-3 post and a P-5 post that have been vacant for two years)

National staff: net increase of 1 post (reassignment of 1 National Professional Officer post from the support component/Medical Services Section and 1 National Professional Officer from the peace consolidation component/Communication and Public Information Office, reassignment of 1 national General Service post to the support component/Medical Services Section)

Human Rights Section

International staff: no net change (retention of a P-3 post that has been vacant for two years)

National staff: no net change (reassignment of 1 National Professional Officer post from the Medical Services Section, reassignment of 1 national General Service post to Medical Services Section)

57. The role of the Human Rights section in Côte d'Ivoire is essential, with special emphasis on violations committed against women and children. A number of reports highlighted an increase in violations which triggered an increase in the demand to monitor the situation. Since this requires additional substantive work, it is proposed that one National Professional Officer post of Nurse be reassigned from the Medical Services Section to the Human Rights Section as a Human Rights Officer, and that one national General Service Administrative Assistant post be reassigned to the Medical Services Section as a Warehouse Clerk. Exchanging the two positions will maximize the use of existing resources for more efficient and effective implementation of the mission's mandate.

58. The humanitarian and human rights component has been perceived as key, in the post-electoral crisis of the country, in promoting reconciliation at the national and community levels and strengthening the protection of human rights through the provision of support to national institutions and other partners in combating serious violations and abuses committed against children and women, notably, sexual and gender-based violations. Retention of the P-3 Human Rights Officer post that has been vacant for over two years is crucial for the implementation of the mandate. The Human Rights Section is currently reviewing a short list, as the previously selected candidate declined the offer of recruitment.

Civil Affairs Section

National staff: increase of 1 post (reassignment of 1 National Professional Officer from the Communication and Public Information Office)

59. It is proposed that one National Professional Officer post of Radio Producer be reassigned from the Communication and Public Information Office to the Civil Affairs Section as Civil Affairs Officer. The additional National Professional Officer would support the decentralization efforts and enable the Civil Affairs Section to extend its presence in areas particularly affected by tensions due to the post-elections crisis in Abengourou and Gagnoa and reinforce the office in Adzope. The additional staff would support the Section in its major tasks to restore effective State authority

and promote social cohesion, conflict resolution and political stability in those regions with new political and social environments.

Gender Unit

International staff: no net change (retention of two-year vacant P-5 post)

60. The humanitarian and human rights component has been perceived as key, in the post-electoral crisis of the country, in promoting national and community-level reconciliation and strengthening the protection of human rights through the provision of support to national institutions and other partners in combating serious violations and abuses committed against children and women, notably, sexual and gender-based violations. Retention of the P-5 Senior Gender Affairs Officer post which has been vacant for over two years is essential for the implementation of the mandate. The Operation has already extended the offer to the selected candidate.

Component 3: peace consolidation

61. The political situation in Côte d'Ivoire is expected to remain fragile. Some progress has been made towards the redeployment of State administration and the extension of State authority throughout the country, the centralization of the treasury and the restructuring of the defence and security forces. However, the toll of the post-electoral crisis in the 2010/11 period has not been overcome and the attacks against the defence forces, security services and the former ruling party, highlight the continued need for UNOCI assistance, in coordination with the wider international community including ECOWAS and the African Union, to consolidate peace. National reconciliation and security sector reform including disarmament, demobilization and reintegration remain key to long-term stability. Continued support from UNOCI will be required to complete these outstanding tasks and create a positive political environment.

62. The Operation will continue to assist the Government by providing support through capacity-building activities and advocacy efforts for the effective redeployment throughout the country of the prefects and civil servants, including agents of line ministries. Following local elections, support will be provided to newly elected regional and municipal councils. UNOCI will also continue to actively support the mechanisms to prevent, mitigate or resolve conflict, in particular at the local level. The Operation will also focus on activities in the West in support of the return of displaced persons and prioritize efforts to promote national and community reconciliation.

63. Local, regional and national multimedia public information campaigns will support UNOCI activities in disarmament, demobilization and reintegration, rule of law, security sector reform, political dialogue and national reconciliation. UNOCI will use public information advocacy tools, outreach and social mobilization activities, ONUCI-FM, thematic broadcasts, the Internet and social networks, and capacity-building and monitoring of the Ivorian media to carry out this support.

64. Following the Government reshuffle in March 2012, the President assumed the Minister of Defence portfolio and launched a global review of the country's security apparatus that had been severely damaged by the post-electoral crisis with the view to develop a national security sector reform strategy. The Working Group on Security Sector Reform, created by the President in April 2012, outlined a national

strategy and action plan for the implementation of a sector-wide reform of the country's security apparatus. UNOCI supports the national Security Council through its secretariat in charge of coordinating security sector reform activities. A coordination centre will be set up under the supervision of the national Security Council secretariat to gather representatives of all sectors undergoing reforms as per the national strategy. UNOCI will provide staff to work with this body providing a variety of services ranging from day-to-day technical assistance, capacity strengthening activities, and logistical and implementation support.

65. UNOCI will continue its overall support to the Government and all actors on the strategic dimension of security sector reform, strengthening capacities of State actors, including security institutions, ministries and the National Assembly and non-State actors, including civil society organizations and community-based organizations. Training on collaborative leadership to foster cohesion among the various security entities will continue and be expanded beyond security personnel to reach political and opinion leaders. UNOCI will participate in public awareness campaigns to advocate for a sound implementation of reforms, especially in remote and unsafe areas.

66. Security sector reform capacity in the UNOCI field offices will provide timely assistance to local actors to implement the national strategy for security sector reform, including its related action plans and sensitization efforts. It will also provide advisory and technical assistance to local authorities in the area of security sector reform, and build local capacities through training and other activities.

Expected accomplishments	*Indicators of achievement*
3.1 Redeployment of State administration and the extension of State authority, progress towards national reconciliation and strengthened social cohesion, and enhancement of political stability	3.1.1 Improved functioning of the Parliament through active participation of parliamentarians in debates and adoption of laws 3.1.2 Effective and inclusive political dialogue mechanisms are established and follow-up to the results of the mechanisms is carried out 3.1.3 Enhanced professional and responsible coverage by the Ivorian media of the peace process. Measured by the quantity of sanctions by the media regulatory body in comparison to the post-electoral crisis period and the quantity of factual reports in the media of all tendencies on UNOCI and its partners' contributions to the peace process 3.1.4 Effective redeployment and improved functioning of local administration and law enforcement functions throughout the national territory

Number of District Governors, Prefects and Sous-Prefects effectively in place (2012/13: 2 District Governors, 31 Regional Prefects, 107 Departmental Prefects, 372 Sous-Prefects; 2013/14: 14 District Governors, 31 Regional Prefects, 107 Departmental Prefects, 509 Sous-Prefects)

3.1.5 Progress in the decentralization of Government services to the local administration. Following local elections 31 newly elected regional councils will be established (2012/13: 0; 2013/14: 31)

3.1.6 Improved functioning of the single treasury with increased effectiveness of the customs sector, including through the deployment of 150 new customs officers and an increased number of operational customs offices and units outside Abidjan (2012/13: 23 offices, 5 mobile units; 2013/14: 46 offices, 23 mobile units)

Outputs

- 12 high-level meetings between the Special Representative of the Secretary-General and main Ivorian stakeholders on key issues, including political reconciliation
- Organization of 2 forums with major political parties, other political actors and civil society to address critical issues of national concern through inclusive and cooperative approaches
- Provision of advice and good offices to facilitate political dialogue on critical issues and contribute to the national reconciliation process, through 15 meetings of the Special Representative of the Secretary-General with all actors who can contribute to the national reconciliation process, including national leaders, political party representatives, female political party representatives, political parties, civil society, non-governmental organizations (NGOs), youth representatives, women's groups, religious leaders and traditional chiefs, in order to address critical issues of national concern through inclusive and cooperative approaches
- Provision of good offices through 15 meetings to State and Government institutions, political party representatives and community organizations through UNOCI regional offices
- Provision of advice to representatives of line ministries, including 24 meetings to support the Ivorian authorities in their extension and re-establishment of effective State administration and to strengthen public administration in key areas throughout the country
- Provision of training on customs regulations and procedures to 150 customs officers, in cooperation with the Ivorian Customs authorities
- Conduct of activities in support of promoting dialogue, reconciliation and social cohesion, in particular in high-risk areas, including capacity-building activities for 10 early warning and sensitization committees, organization of 20 community meetings across the country to promote dialogue, national reconciliation and social cohesion and community-level confidence-building
- Facilitation of monthly meetings with national and local authorities and community leaders, NGOs and the United Nations country team to promote social cohesion and conflict resolution initiatives, with particular focus on land disputes and intercommunity tensions and to tackle root causes of the conflict

- Monthly reports to the Security Council Sanctions Committee established pursuant to resolution 1572 (2004) on the situation of the media
- Design and implementation of a nationwide multimedia public information campaign in support of security and protection of civilians, disarmament, demobilization and reintegration, rule of law, restoration of State authority, security sector reform, political dialogue and national reconciliation, including 50 press conferences, production and dissemination to national and international media of 100 press releases, 100 background notes and articles, organization of 30 media awareness-raising sessions for 500 local media/civil society representatives in 20 locations
- Public information activities, including daily updates of the UNOCI website and social networks; production and distribution of 92,052 printed material on the mission's activities (including 62,000 newsletters, 52 weekly UNOCI magazines, 10,000 leaflets, 15,000 posters and 5,000 banners); production and distribution of promotional items carrying messages (including 30,000 T-shirts, 6,000 notebooks, 2,000 bags, 2,000 caps, 7,000 pens, 5,000 footballs, 2,000 pins, 5,000 certificates of attendance at workshops or training courses); production of 4 (5-20-minute) radio programmes on the UNOCI mandate and 170 broadcasts; production of a monthly radio programme and broadcasts of 12 round-table debates in support of political dialogue and national reconciliation, and weekly radio programmes on the UNOCI mandate, 16 thematic programmes and spots in support of national reconciliation, restoration of State authority, rule of law, security sector reform, disarmament, demobilization and reintegration, human rights, gender, HIV/AIDS and their regular broadcasting through radio and sharing with 50 community radios of 9 thematic radio spots and broadcasts of these programmes
- Production and dissemination/broadcasting of 24 (26-minute) thematic videos, which include 12 debates for 24 broadcasts by State television/production of 6 thematic videos on UNOCI support to the peace process, national reconciliation, social cohesion, disarmament, demobilization and reintegration, security sector reform, human rights for 100 screenings at 20 locations in the field; promotion of UNOCI support to the peace process and sensitization of the population of Côte d'Ivoire and wider audiences through 2,000 photographs used in 15 exhibitions, for the website, print material and the media
- Organization of 800 outreach activities in 100 locations, including UNOCI Tour peace caravans with schools; organization of seminars at 5 locations gathering representatives of local opinion leaders, local authorities, parliamentarians from 30 regions in support of national reconciliation and the consolidation of peace; organization of 200 sports and cultural events at 100 locations in support of promoting social cohesion and national reconciliation, organization of events on 11 international days and United Nations observances; organization of 130 follow-up workshops in 100 locations with target groups in support of political dialogue and national reconciliation, security and protection of civilians, disarmament, demobilization and reintegration, rule of law, restoration of State authority, security sector reform, human rights and child protection, gender and HIV/AIDS
- 25 quick-impact projects comprising: 20 in support of reconciliation, outreach, conflict prevention and conflict resolution in conflict-prone areas of the country and 5 in support of restoration of State authority

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards the reformed defence and security forces institutions and strengthened capacity for civilian oversight and accountability mechanisms	3.2.1 Progress is made towards the implementation of key reforms to relevant ministries and local security providers as measured against the objectives, milestones and benchmarks outlined in the national strategy for security sector reform and the corresponding national action plan

3.2.2 The national advisory and coordination body in support of security sector reform is decentralized and fully operational

3.2.3 Increase in the number of gender desks opened in police stations and gendarmeries in the districts (2012/2013: 22 out of 300 police stations and 0 out of 154 brigades; 2013/2014: 25 out of 278 police stations and 10 out of 154 brigades)

Outputs

- Advisory and technical assistance services on a weekly basis to the national security sector reform coordination body, including co-location of security sector reform capacity within the relevant Government structures
- Monitoring of the implementation of the national action plan for security sector reform throughout the country and support for sensitization
- 6 training sessions on democratic governance for 10 legislative and non-State security actors, such as civil society and monthly consultations with the parliamentary national committee in charge of security and law enforcement institutions about the accountability and transparency of the Ivorian security sector institutions
- Organization of 2 national workshops and 6 local train-the-trainer sessions on democratic governance, including the roles and responsibilities of security institutions in human rights, child protection and gender responsiveness, as well as related budgeting. The workshops will contribute to sensitizing the population on good governance and enhance awareness and contribute to a decrease in violations within the armed forces. Regional and local administrative authorities (prefects) and civil society (community-based organizations, religious leaders and women's associations) will attend the workshops, which will comprise 60 trainees per session in three regions
- 50 monitoring visits to weapons and ammunition storage facilities in order to ensure compliance with international ammunition technical guidelines

External factors

All political actors in the country, in particular national leaders and political parties, will be committed to addressing critical national issues through democratic processes and will continue their sustained engagement with UNOCI; there will be a sufficient number of women who are participating in political processes at all levels.

Progress is made towards resuming the political dialogue with a positive impact on national reconciliation.

The subregional political and security situations improve with regional bodies fully involved in peace consolidation.

Donor and national Government funds are available and continue to support reforms of the security institutions.

Table 4
Human resources: component 3, peace consolidation

Category	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Political Affairs Section									
Approved posts 2012/13	–	1	6	2	1	**10**	4		**14**
Proposed posts 2013/14	–	1	6	5	1	**13**	4		**17**
Net change	–	–	–	**3**	–	**3**	–	–	**3**
Communications and Public Information Office									
Approved posts 2012/13	–	1	3	9	3	**16**	104	14	**134**
Proposed posts 2013/14	–	1	3	9	3	**16**	100	14	**130**
Net change	–	–	–	–	–	–	**(4)**	–	**(4)**
Total									
Approved 2012/13	–	2	9	11	4	**26**	108	14	**148**
Proposed 2013/14	–	2	9	14	4	**29**	104	14	**147**
Net change	–	–	–	**3**	–	**3**	**(4)**	–	**(1)**

[a] Includes National Professional Officers and national General Service staff.

Component 3, peace consolidation: summary of staffing changes

International staff: net increase of 3 posts (redeployment of 3 P-3 posts from executive direction and management/Embargo Cell)

National staff: net decrease of 4 posts (reassignment of 2 National Professional Officer posts and 1 national General Service post to the safe and secure environment component/Disarmament, Demobilization and Reintegration Section; reassignment of 1 National Professional Officer post to the humanitarian and human rights component/Civil Affairs Section)

Political Affairs Section

International staff: net increase of 3 posts (redeployment of 3 P-3 posts from the Embargo Cell)

67. It is proposed that all functions of the Embargo Cell be imbedded in the Political Affairs Section for better oversight and synergy of the Embargo Cell's activities. The cell is composed of three International Officers at the P-3 level who will be redeployed to the Political Affairs Section. The transfer will help UNOCI to better implement its mandate to monitor the sanctions imposed on Côte d'Ivoire, monitor the arms embargo and assist the Government of Côte d'Ivoire in monitoring its borders, with particular attention to any cross-border movement of combatants or transfer of arms and to the situation of Liberian refugees, in close coordination with UNMIL.

Communication and Public Information Office

National staff: decrease of 4 posts (reassignment of 2 National Professional Officer posts and 1 national General Service post to the Disarmament, Demobilization and Reintegration Section, reassignment of 1 National Professional Officer post to the Civil Affairs Section)

68. With a view to maintaining the Communication and Public Information Office as an efficient strategic operational tool, while rationalizing its staffing requirements, a reduction of four staff is proposed; this will not pose any constraints to the operational capacity of the section. It is proposed that two Radio Producer posts (National Professional Officers) and one Assistant Radio Producer post (national General Service) be reassigned to the Disarmament, Demobilization and Reintegration Section and that one Radio Producer post be reassigned to the Civil Affairs Section, areas where additional requirements are identified. Those staff movements will allow increased productivity and efficient implementation of the mandates of sections in need of extra capacity, while maximizing the use of existing resources in UNOCI.

Component 4: law and order

69. The capacity of the State authority remains weak throughout the country, while the re-establishment of the rule of law continues to be hampered by difficulties in the area of control and discipline of the security forces. The Ivorian law enforcement agencies were redeployed throughout the entire national territory, but their effectiveness and responsiveness are still challenged by poor infrastructure, lack of essential logistical equipment, such as vehicles, communications tools, firearms and crowd-control gear, particularly outside Abidjan. Owing to their insufficient capacity to fight crime and deliver police services to the population, the police and gendarmerie still lack the population's confidence.

70. In keeping with its mandate, UNOCI will continue to support the national law-enforcement agencies in their efforts towards stabilizing the security situation, fighting against crime and protecting civilians. In close coordination with its international partners, UNOCI will continue to advise the Government on administrative and operational structures for national police services and on how to instil more professional, democratic and community-oriented principles of policing in the national law-enforcement agencies and develop their capacities through technical assistance, co-location, mentoring and train-the-trainer programmes on topics related to police duty, public security, ethics and professional conduct, organized crimes, investigations, forensics, human rights, child protection and protection from sexual and gender-based violence.

71. UNOCI will continue to support the working group established by the Minister of the Interior to coordinate the reform of the national police. The steering committee of the working group is chaired by the Minister of the Interior and includes senior officials of the Ministry and the national police, and representatives of the international community, including UNOCI. It meets weekly to discuss reform in the light of audits undertaken in 2011, the experiences of other African countries and the national development plan for 2012-2015.

72. UNOCI will continue to pursue its mandated tasks with regard to the strategy for justice reform. High on the agenda remains the fight against impunity remains, which implies prosecution and judgement of serious crimes by the domestic

jurisdictions, including the Military Tribunal. UNOCI will monitor the proceedings of the Tribunal and report on compliance with international standards.

73. UNOCI will provide capacity-building, technical support and mentoring to corrections officers through co-location of personnel and regular visits to all prisons and courts across the country. The mission and the United Nations country team will contribute to the development of a strategy and establish priorities for adequate mechanisms, including legal reform to address the issues of nationality and land tenure rights.

Expected accomplishments	*Indicators of achievement*
4.1 Enhanced public law and order and creation of sustainable operational capacities in the national police and the gendarmerie in Côte d'Ivoire	4.1.1 The national police and gendarmerie units are fully operational throughout the country and have essential equipment to be able to perform their police duties
	4.1.2 Implementation by the Government of a national plan for reform and modernization of law-enforcement agencies as part of the national strategy for security sector reform, including training and professionalization
	4.1.3 Restructuring and reactivation by the Government of the general inspections of police and gendarmerie services for increased monitoring and evaluation of the quality of service provided by the national law-enforcement agencies to the population

Outputs

- Advice to the national police through participation in daily meetings of the nine working groups on police reform and follow-up on the implementation of a national action plan on police reform
- Provision of advice through daily visits to the new police stations in border areas and high-risk police and gendarmerie areas throughout the country, and maintenance of joint continuous presence at key border crossings at the border with Liberia
- 24,090 United Nations police patrol days, including formed police units (22 police posts x 3 patrols per day x 365 days) in areas of concern and strategic roads in the country, including joint patrols with formed police units, and support activities of law-enforcement agencies throughout the country, comprising 8,030 joint patrols with Ivorian police and gendarmerie (22 police posts x 1 patrol per day x 365 days)
- 21,900 United Nations formed police unit patrols (6 formed police units x 10 patrols x 365 days) and 400 escorts of unarmed United Nations personnel in the performance of their duties by formed police units
- 3,432 United Nations police visits to local authorities and NGOs to assess the security, humanitarian and sociopolitical situation in their areas of responsibility and for better coordination of actions in the field (22 United Nations police officers x 3 visits x 52 weeks) and 3,432 mentoring, briefing and advice sessions within police and gendarmerie units throughout the country (22 United Nations police officers x 3 sessions x 52 weeks)

- Daily support through co-location, regular meetings and communication with the national police and gendarmerie to establish a Transnational Crime Unit within the framework of the West Africa Coast Initiative
- Conduct of 51 train-the-trainer sessions for at least 1,530 personnel of the police, gendarmerie and Anti-Racket Unit on human rights, criminal procedure, crime scene management, ballistics, counterfeit documents and fingerprinting, community policing, crowd control, new forms of criminality (cyberattacks, telephone and Internet fraud), and the fight against drugs, rackets and corruption
- Conduct of 4 awareness meetings with national police and gendarmerie officials at the planning, supervision and execution levels on gender mainstreaming, in order to encourage recruitment of female officers to the law-enforcement agencies, especially the gendarmerie
- 10 quick-impact projects to assist in the restoration of law and order
- Refresher training course for 2,000 police trainers on ethics and professional conduct within the framework of the implementation of the code of police ethics and professional conduct
- Daily advice to the national police and gendarmerie academies in the country on updating their training curricula in accordance with international standards

Expected accomplishments	*Indicators of achievement*
4.2 Re-establishment of the authority of the judiciary and the rule of law institutions, including corrections in the country	4.2.1 Implementation by the Government in 2013/14 of the reform plan for justice and corrections in line with the national justice sector strategy, as part of the overall strategic plan for security sector reform
	4.2.2 Increase in the number of cases of human rights abuses prosecuted by the Special Investigation Cell of the Ministry of Justice and the Military Court that are adjudicated during the 2013/14 period (2011/12: 2; 2012/13: 10; 2013/14: 20)
	4.2.3 Increase in the number of legal clinics providing legal aid services to vulnerable populations, including victims of sexual and gender-based violence and children, and on land and identity issues, at the community and village levels in the west and the north (2011/12: 0 clinics; 2012/13: 2 clinics; 2013/14: 6 clinics)
	4.2.6 Decrease in the number of prison escapes per 1,000 inmates (2011/12: 42 per 1000; 2012/13: 23 per 1000; 2013/14: 15 per 1000)

Outputs

- 20 meetings with the national authorities, including the National Execution Cell and the National Steering Committee for the justice sector reform, to assist with the implementation, monitoring and evaluation of the strategic plan for justice sector reform, including corrections; 12 meetings with the United Nations country team to develop a multi-year joint United Nations justice support programme in order to develop the police, Judiciary, prisons and access to justice in Côte d'Ivoire

- Implementation of an access-to-justice project, in cooperation with UNDP, the United Nations Children's Fund (UNICEF) and the European Union, through 12 meetings with the signatories, and provision of overall coordination and technical advice through 104 meetings with the national NGOs managing the project establishing six legal clinics in principal towns across the country (Guiglo, Man, Bouaké, Korhogo, San Pedro and Bondoukou) for the provision of free legal representation and training of community relays
- Support of the implementation of free legal aid activities by the Ivorian Bar Association, through 10 working sessions with the legal community and advocacy for amendment of legal aid legislation
- Monitoring of 24 court hearings on rural land disputes to assess the performance of the Judiciary on dealing with land issues and submission of a report to the Government
- Monitoring of 60 criminal court hearings involving prosecution of serious crimes and violation of international law perpetrated during the post-electoral crisis and ascertaining whether all relevant international standards pertaining to justice are being upheld, and the submission of a report for the Government on court performance and functionality, including the Military Court
- Provision of assistance to the Government to strengthen the legal, judicial and penitentiary education system, including the Judicial Training Institute through 12 working sessions with the Ivorian authorities, together with European Schools for magistrates, court clerks, prison officers and juvenile social workers
- 12 meetings with the Ministry of Justice and judges of the Yopougon Court to assist in the implementation of a pilot project for the reorganization and computerization of court clerks' offices, to strengthen the capacity of the courts to maintain records and to provide judicial statistics
- Co-location of 33 corrections officers working with national authorities in 33 prisons on a daily basis in providing support and technical advice to national prison staff on security improvement, prison management and on implementation of prison rules and the development of three new standard operating procedures, including a complaints procedure for prisoners, searches of inmates and family visits
- Provision of advice to the Government on planning the recruitment and integration into the prison system of 1,500 former ex-combatants and provision of 66 training sessions to 33 prison facilities on the national framework governing prisons, prison rules and human rights, for the new recruits through co-location and mentoring
- Six working sessions with national authorities to monitor the implementation of the semi-open prison facility at Saliakro
- 10 quick-impact projects to assist the strengthening of the justice and corrections sectors

External factors

Adequate funding and the political will to support relevant initiatives, for example on prison issues

Table 5
Human resources: component 4, law and order

Category	*Total*
I. United Nations police	
Approved 2012/13	**555**
Proposed 2013/14	**555**
Net change	**–**
II. Formed police units	
Approved 2012/13	**1 000**
Proposed 2013/14	**1 000**
Net change	**–**
III. Government-provided personnel	
Approved 2012/13	**34**
Proposed 2013/14	**34**
Net change	**–**

	International staff								
IV. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Police Commissioner									
Approved posts 2012/13	–	1	4	–	2	**7**	11	–	**18**
Proposed posts 2013/14	–	1	4	–	2	**7**	8	–	**15**
Net change	–	–	–	–	–	–	**(3)**	–	**(3)**
Rule of Law, Judicial System and Prison Advisory Section									
Approved 2012/13	–	1	5	11	1	**18**	14	5	**37**
Proposed 2013/14	–	1	5	11	1	**18**	14	5	**37**
Net change	–	–	–	–	–	–	–	–	–
Total civilian staff									
Approved posts 2012/13	–	2	9	11	3	**25**	25	5	**55**
Proposed posts 2013/14	–	2	9	11	3	**25**	22	5	**52**
Net change	–	–	–	–	–	–	**(3)**	–	**(3)**
Total (I-IV)									
Approved 2012/13	–	–	–	–	–	–	–	–	**1 644**
Proposed 2013/14	–	–	–	–	–	–	–	–	**1 641**
Net change	–	–	–	–	–	–	–	–	**(3)**

[a] Includes National Professional Officers and national General Service staff.

Component 4, law and order: summary of staffing changes

National staff: net decrease of 3 posts (reassignment of 1 National Professional Officer post to the safe and secure environment component/Disarmament, Demobilization and Reintegration Section, reassignment of 2 national General Service posts to the support component/Civilian Personnel Section)

Office of the Police Commissioner

National staff: decrease of 3 posts (reassignment of 1 National Professional Officer post to the Disarmament, Demobilization and Reintegration Section, reassignment of 2 national General Service posts to the Civilian Personnel Section)

74. It is proposed that one National Planning Officer post be reassigned to the Disarmament, Demobilization and Reintegration Section as a Logistics Officer to support the implementation of the disarmament, demobilization and reintegration programme and ensure proper logistics in the operation and management of demobilization sites and reintegration/reinsertion activities. The reassignment will lead to better utilization of the existing resources in the mission and increase productivity in those sections that are in need of additional capacities.

75. It is proposed that two national General Service Administrative Assistant posts be reassigned to the Civilian Personnel Section in the support component as Human Resources Assistants because the mission is expected to receive additional delegation of authority in 2013 for a large number of functions that are currently administered by the Field Personnel Division of the Department of Field Support at United Nations Headquarters. The Human Resources Assistants will provide support in the carrying out of the daily transactions of the Section to enable it to meet the demands of the increased workload.

Component 5: support

76. The support component reflects the work of the Mission Support Division, the Security Section and the Conduct and Discipline Team. During the budget period, support will be provided to substantive staff through the provision of logistical, administrative, financial and security services in support of the implementation of the mandate of UNOCI through the delivery of related outputs and the introduction of service improvements, as well as the realization of efficiency gains.

77. Support will be provided to the authorized strength of 192 military observers, 8,645 military contingent personnel, 1,000 formed police personnel, 555 United Nations police officers, and to the civilian staffing establishment of 448 international staff, 825 national staff, 189 United Nations Volunteers and 42 Government-provided personnel.

78. The range of support will comprise the implementation of a conduct and discipline programme, personnel administration, health care, rehabilitation and renovation of the mission's premises/facilities, information technology and communications, air operations, air and surface transport operations, supply operations, and the provision of mission-wide security services.

79. Under the support component, the planned completion of the construction of an integrated logistics base in Yopougon will result in the closure of five rented premises, which is expected to result in estimated savings of $4 million over the next five years. The integrated logistics base is required for better control and smooth operation from a logistical and security perspective, based on lessons learned in the

crisis in the 2010/11 period and in order to enable effective logistics support, even during a crisis.

80. With the volatile security situation in the country and risks in connection with the situation in Mali, various security enhancements are planned in the 2013/14 period, including the construction of a perimeter wall and installation of closed-circuit television cameras in all locations.

Expected accomplishments	*Indicators of achievement*
5.1 Increased efficiency and effectiveness of logistical, administrative and security support to the Operation	5.1.1 100 per cent compliance of UNOCI-occupied premises/infrastructure with minimum operating security standards, including for new camps (2011/12: 100 per cent; 2012/13: 100 per cent; 2013/14: 100 per cent)
	5.1.2 Reduction in the number of malaria cases per month reported among UNOCI personnel, including the uniformed personnel (2011/12: 170; 2012/13: 150; 2013/14: 143)
	5.1.3 Reduction in the number of vehicle accidents to no more than 2 per 100 vehicles (2011/12: 2.5; 2012/13: 2; 2013/14: 2)
	5.1.4 Progress in the implementation of the International Public Sector Accounting Standards (IPSAS) and the enterprise resource planning system (Umoja)

Outputs

Service improvements

- Completion of all infrastructure renovations and reconstruction projects for mission operations to meet minimum operating security standards
- Organization of a malaria prevention programme for military observers, United Nations police and civilian personnel in Abidjan, Bouake and Daloa
- Reinforcement of a stricter driver programme, complemented by driver awareness and road safety campaigns, as well as penalties, including suspension and/or revocation of driving permits, for violations recorded by the CarLog system
- Support for the implementation of IPSAS, including re-engineering of business processes for IPSAS compliance, updating the mission's standard operating procedures to reflect IPSAS requirements, and training of all finance, budget and property management staff in the mission
- Support for the implementation of Umoja, including legacy system data quality analyses and data cleansing in the mission
- Monthly asset management meetings, monthly reports to highlight issues, including discrepancy reconciliation, daily spot checks, monthly monitoring of surplus assets, including assets written off and disposed of, no backlog in Local Property Survey Board cases, daily physical verification of assets and expendable property, and maintenance of up-to-date information in the inventory system (Galileo)

- Establishment of the integrated logistics base in Yopougon

Military, police and civilian personnel

- Emplacement, rotation and repatriation of a strength of 8,645 military contingent personnel, 192 military observers, 555 United Nations police officers and 1,000 formed police personnel
- Monthly verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel, including 74 operational readiness inspections
- Storage and supply of 800 tons of rations and maintenance of a seven-day reserve of combat rations and water at UNOCI locations (Abidjan/Sebroko, Daloa and Bouake), 14 days of combat rations and water for military contingent and formed police personnel at 51 delivery locations
- Administration of an average of 1,462 civilian staff, comprising 448 international staff, 825 national staff and 189 United Nations Volunteers in addition to 42 Government-provided personnel
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action. A total of 32 sessions on prevention of sexual exploitation and abuse for 480 civilian personnel and military officers; 30 induction and train-the-trainer sessions on the prevention of sexual exploitation and abuse for 1,200 military contingents; coordination of rollout of training to 8,527 deployed military contingents' officers in Abidjan, Sector East and Sector West
- Delivery of 23 training sessions on managerial and leadership skills for 430 personnel; 54 capacity-building sessions for 400 personnel; and 50 sessions on career development for 910 personnel. Induction and performance evaluation courses provided to 800 personnel. Language classes in English and French to 427 staff members in Abidjan, Daloa and Bouake; introduction of the e-training management system to civilian personnel

Facilities and infrastructure

- Maintenance and repair of military and formed police unit sites, United Nations police premises, and civilian staff premises in 62 locations
- Provision of sanitation services for all premises, including sewage and garbage collection and disposal at 62 camps in Abidjan, Sector West and Sector East
- Operation and maintenance of 31 water purification plants in 18 locations
- Operation and maintenance of 294 United Nations-owned generators in 62 locations
- Storage and supply of 3.6 million litres of generator fuel and 358,384 litres of liquid propane gas
- Maintenance and renovation of 30 km of roads and 15 airfields in 15 locations and 6 aviation fuel farms sites in 6 locations
- Operation and maintenance of 33 United Nations-owned wastewater treatment plants in 23 locations

Ground transportation

- Operation and maintenance of 884 United Nations-owned vehicles and equipment, including 25 armoured vehicles through 3 workshops in 3 locations
- Supply of 5.9 million litres of petrol and diesel fuel for ground transportation

- Operation of a daily shuttle service 7 days a week for an average of 300 United Nations personnel per day from their accommodation to the mission area

Air transportation

- Operation and maintenance of 4 fixed-wing aircraft including 1 fixed-wing aircraft on a cost-sharing basis with UNMIL and 11 helicopters, including 5 military-type helicopters and 3 armed helicopters on a cost-sharing basis with UNMIL, in 4 locations (Abidjan, Bouake, Daloa and Man Airport)
- Operation and maintenance of 1 unmanned aircraft system to conduct aerial surveillance along border areas
- Supply of 6.6 million litres of fuel for air operations

Naval transportation

- Operation and maintenance of 2 boats
- Supply of 2,400 litres of fuel for naval transportation

Communications

- Support and maintenance of a satellite network consisting of 1 Earth station hub in Abidjan to provide voice, e-fax, video and data communications. Support and maintenance of 32 very small aperture terminal (VSAT) systems, 53 telephone exchanges and 27 microwave links
- Support and maintenance of 1,209 high frequency radios, 107 very-high frequency ground to air (VHF) and 3,770 ultra-high frequency (UHF) radios, hand-held radios and 23 UHF repeaters
- Support and maintenance of 30 FM radio broadcast stations in 4 radio production and broadcasting facilities
- Provision of reliable and cost-effective voice and data services throughout the mission area with 98 per cent available coverage

Information technology

- Support and maintenance of 52 medium physical servers and 145 virtual servers, 32 blade servers, 2 blade enclosures, 1,565 desktop computers, 703 laptop computers, 200 thin clients, 601 printers and 280 digital senders in 60 locations. Support and maintenance of 1 metropolitan area network (MAN), 25 local area network (LAN) and 1 wide area network (WAN) for 2,468 users in 62 locations, support and maintenance of 19 wireless routers
- Support and maintenance of approximately 2,900 e-mail accounts and 4.0 terabytes of data backup
- Development of GIS system for providing approximately 3,500 administrative, planning and thematic maps to support policy decisions, situation awareness and for operational purposes

Medical

- Operation and maintenance of 2 United Nations level-I clinics in Sectors East and West, 1 level-I plus clinic in Abidjan, 23 level-I contingent-owned clinics and three level-II contingent-owned medical facilities at UNOCI
- Maintenance of mission-wide land and air evacuation arrangements for mission staff in collaboration with air operations, including to level-IV hospitals in Pretoria, South Africa, in collaboration with MONUSCO staff members based in Pretoria

- Operation and maintenance of HIV voluntary confidential counselling and testing facilities, HIV sensitization programme, including peer education, for all mission personnel

Security

- Access control monitoring and supervision at all UNOCI sites throughout the areas of operation 24 hours a day, 7 days a week, to ensure the security and safety of all United Nations staff and installations
- Provision of close protection with authorized staffing round-the-clock to senior UNOCI staff and visiting high-level officials
- Conduct of 10 training sessions for 104 security officers on unarmed combat, firearms, close protection procedures and techniques, investigation techniques and other related areas to ensure continued professional security services
- Conduct of 2 tabletop evacuation exercises covering the mission area in November 2013 and March 2014
- Full compliance with the minimum operating security standards for United Nations sites. Conduct of minimum operating residential security standards surveys to reach full compliance for all international civilian staff (including international staff of United Nations agencies), United Nations Volunteers, United Nations police, military observers and military staff officers still on assignment

External factors

Suppliers of goods and services will be able to deliver as contracted.

Table 6
Human resources: component 5, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Conduct and Discipline Team									
Approved posts 2012/13	–	–	2	1	–	**3**	1	–	**4**
Proposed posts 2013/14	–	–	3	2	1	**6**	2	–	**8**
Net change	–	–	**1**	**1**	**1**	**3**	**1**	–	**4**
Approved temporary positions[b] 2012/13	–	–	1	1	1	**3**	1	–	**4**
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	**(1)**	**(1)**	**(1)**	**(3)**	**(1)**	–	**(4)**
Subtotal, Conduct and Discipline Team									
Approved 2012/13	–	–	3	2	1	**6**	2	–	**8**
Proposed 2013/14	–	–	3	2	1	**6**	2	–	**8**
Net change	–	–	–	–	–	–	–	–	–

Security Section									
Approved posts 2012/13	–	–	1	6	63	**70**	101	–	**171**
Proposed posts 2013/14	–	–	1	6	60	**67**	101	–	**168**
Net change	–	–	–	–	**(3)**	**(3)**	–	–	**(3)**
Approved temporary positions[b] 2012/13	–	–	–	–	–	–	2	–	**2**
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	2	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Security Section									
Approved 2012/13	–	–	1	6	63	**70**	103	–	**173**
Proposed 2013/14	–	–	1	6	60	**67**	103	–	**170**
Net change	–	–	–	–	**(3)**	**(3)**	–	–	**(3)**
Office of the Chief, Mission Support Division									
Approved posts 2012/13	–	1	4	2	5	**12**	9	1	**22**
Proposed posts 2013/14	–	1	4	1	4	**10**	7	–	**17**
Net change	–	–	–	**(1)**	**(1)**	**(2)**	**(2)**	**(1)**	**(5)**
Administrative Services									
Approved posts 2012/13	–	–	9	15	33	**57**	125	35	**217**
Proposed posts 2013/14	–	–	9	15	33	**57**	129	35	**221**
Net change	–	–	–	–	–	–	**4**	–	**4**
Approved temporary positions[b] 2012/13	–	–	–	–	–	–	7	–	**7**
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	7	–	**7**
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Administrative Services									
Approved 2012/13	–	–	9	15	33	**57**	132	35	**224**
Proposed 2013/14	–	–	9	15	33	**57**	136	35	**228**
Net change	–	–	–	–	–	–	**4**	–	**4**
Integrated Support Services									
Approved posts 2012/13	–	–	11	31	125	**167**	341	78	**586**
Proposed posts 2013/14	–	–	11	29	124	**164**	343	78	**585**
Net change	–	–	–	**(2)**	**(1)**	**(3)**	**2**	–	**(1)**
Approved temporary positions[b] 2012/13	–	–	–	1	2	**3**	4	–	**7**
Proposed temporary positions[b] 2013/14	–	–	–	1	2	**3**	4	–	**7**
Net change	–	–	–	–	–	–	–	–	–

Subtotal, Integrated Support Services									
Approved posts 2012/13	–	–	11	32	127	**170**	345	78	**593**
Proposed posts 2013/14	–	–	11	30	126	**167**	347	78	**592**
Net change	–	–	–	**(2)**	**(1)**	**(3)**	**2**	–	**(1)**
Total									
Approved 2012/13	–	1	28	57	229	315	**591**	114	**1 020**
Proposed 2013/14	–	1	28	54	224	307	**595**	113	**1 015**
Net change	–	–	–	**(3)**	**(5)**	**(8)**	**4**	**(1)**	**(5)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Component 5, support: summary of staffing changes

International staff: net decrease of 8 posts (redeployment of 1 P-3 post and 1 Field Service post to executive direction and management component/Office of the Special Representative of the Secretary-General/Board of Inquiry, reassignment of 1 P-3 post and redeployment of 2 Field Service posts to the safe and secure environment component/Joint Operations Centre, redeployment of 1 Field Service post to the safe and secure environment component/Office of the Force Commander, conversion of 1 P-3 post, which has been vacant for two years, to a National Professional Officer post in the Engineering Section, conversion of 2 Field Service posts to national General Service posts in the Supply Section and Civilian Personnel Section, reassignment of 1 Field Service post from the safe and secure environment component/Joint Operations Centre)

National staff: net increase of 4 posts (conversion of 1 P-3 post to a National Professional Officer post in the Engineering Section, conversion of 2 Field Service posts to national General Service posts in the Supply Section and Civilian Personnel Section, reassignment of 1 national General Service post from the executive direction and management component/Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law, reassignment of 2 national General Service posts from the law and order component/Office of the Police Commissioner, reassignment of 1 national General Service post from the humanitarian and human rights component/Human Rights Section, reassignment of 1 National Professional Officer post to the humanitarian and human rights component/Human Rights Section, redeployment of 2 national General Service posts to the executive direction and management component/Office of the Special Representative of the Secretary-General/Board of Inquiry)

United Nations Volunteers: net decrease of 1 position (reassignment of 1 United Nations Volunteer to the executive direction and management component/Office of the Special Representative of the Secretary-General/Board of Inquiry)

Conduct and Discipline Team

International staff: increase of 3 posts (conversion of 3 general temporary assistance positions (1 P-4, 1 P-3 and 1 Field Service) in the Conduct and Discipline Team to posts)

National staff: increase of 1 post (conversion of 1 national General Service temporary assistance position in the Conduct and Discipline Team to a post)

General temporary assistance: decrease of 4 positions (conversion of 3 international and 1 national General Service temporary assistance positions in the Conduct and Discipline Team to posts)

81. The role of conduct and discipline teams in peacekeeping missions is to implement a strategy to eliminate misconduct, including sexual exploitation and abuse, based on three core elements: prevention activities, enforcement activities, and remedial action activities. These functions have become an integral part of peacekeeping operations, and can be considered now to be of a continuous nature. It is therefore proposed that four temporary assistance positions (2 Conduct and Discipline Officers (1 P-4, 1 P-3) and two Conduct and Discipline Assistants (1 Field Service and 1 national General Service)) be converted to posts.

Office of the Chief of Mission Support

International staff: decrease of 2 posts (redeployment of 1 P-3 and 1 Field Service to the executive direction and management component/Office of the Special Representative of the Secretary-General/Board of Inquiry)

National staff: decrease of 2 posts (redeployment of 2 national General Service posts to the executive direction and management component/Office of the Special Representative of the Secretary-General/Board of Inquiry)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer to the executive direction and management component/Office of the Special Representative of the Secretary-General/Board of Inquiry)

82. It is proposed that the Office of the Board of Inquiry be transferred from the Office of the Chief of Mission Support to the Office of the Special Representative of the Secretary-General, reporting to the Chief of Staff. The Office of the Board of Inquiry consists of one Board of Inquiry Officer (1 P-3) and four Board of Inquiry Assistants (1 Field Service, 2 national General Service and 1 United Nations Volunteer) who would be redeployed to the Office of the Special Representative, as noted in paragraph 34 above. The transfer would ensure greater effectiveness in the implementation of the Board's mandate.

Administrative Services

International staff: no net change (reassignment of 1 Field Service post from the Joint Operations Centre, conversion of 1 Field Service post to a national General Service post)

National staff: net increase of 4 posts (reassignment of 2 national General Service posts from the Office of the Police Commissioner, reassignment of 1 national General Service post from the Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law, reassignment of 1 national General Service post from the Human Rights Section, reassignment of 1 National Professional Officer post to the Human Rights Section and the conversion/reclassification of 1 Field Service post to a National Professional Officer post)

Civilian Personnel Section

International staff: no net change (reassignment of 1 Field Service post from the Joint Operations Centre, conversion of 1 Field Service post to a national General Service post)

National staff: increase of 4 posts (reassignment of 3 national General Service posts, conversion of 1 Field Service post to a national General Service post and its reclassification to a National Professional Officer post)

83. In order to respond to the expanded mandate of the Human Resources Section in the mission, it is proposed that one Joint Operations Assistant post from the Joint Operations Centre, two national Administrative Assistant posts from the Office of the Police Commissioner and one national Administrative Assistant post from the Office of the Deputy Special Representative of the Secretary-General for Operations and Rule of Law be reassigned. It is also proposed that one Field Service post be converted to a national General Service post and then reclassified to a National Professional Officer post in order to build national capacity.

84. The Civilian Personnel Section is being strengthened because the mission is expected to receive additional delegation of authority and a large number of functions in 2013 that are currently administered by the Field Personnel Division at United Nations Headquarters. This added delegation is intended to increase efficiency and improve services, overcoming geographic and time zone differences and reducing cost. However, this will result in a significant increase in the volume and complexity of the work of the Section, which would require restructuring of its units and functions. The two existing international units will be merged into one and the Specialist Support Unit will be created to handle the highly technical part of the work. The National Professional Officer is intended to perform the complex tasks in this new Unit, including human resources planning, performance management, budgeting of staffing requirements and career development, and would report directly to the Head of the Unit (P-3). The Human Resources Assistants are intended to provide full support to the carrying out of daily personnel-related transactions to enable the Section to respond to the increase in workload.

Medical Services Section

National staff: no net change (reassignment of 1 National Professional Officer post to the Human Rights Section, reassignment of 1 national General Service post from the Human Rights Section)

85. It is proposed that one Nurse post (National Professional Officer) from the Medical Services Section be reassigned to the Human Rights Section as a Human Rights Officer, and that one Human Rights Assistant post (national General Service) be reassigned to the Medical Services Section as a Warehouse Clerk. The Warehouse Clerk is needed for the daily maintenance of the level-I plus clinic and to ensure that assets are in good condition through the efficient issuance and control of property, and the accurate recording of inventory and stock delivery information. The exchange of the two positions will maximize the use of existing resources for a more efficient and effective implementation of the mandate.

Integrated Support Services

International staff: net decrease of 3 posts (reassignment of 1 P-3 post to the safe and secure environment component/Joint Operations Centre, conversion of 1 P-3 post to a National Professional Officer post in the Engineering Section, conversion of 1 Field Service post to a national General Service post in the Supply Section)

National staff: increase of 2 posts (conversion of 1 P-3 post to a National Professional Officer post in the Engineering Section, and conversion of 1 Field Service post to 1 national General Service post in the Supply Section)

Office of the Chief of Integrated Support Services

International staff: increase of 2 posts (reassignment of 1 P-3 post from the Supply Section, and redeployment of 1 Field Service post from the Movement Control Section)

86. It is proposed that one Supply Officer post from the Supply Section be reassigned to the Office of the Chief of Integrated Support Services as a Mission Support Planning Officer (P-3) and that one Field Service post of Administrative Assistant be redeployed from the Movement Control Section. Additional staff is needed in the Office to provide support to the military contingents and their deployment and to the decentralization of disarmament, demobilization and reintegration. There is an urgent requirement to properly activate integrated support services information management through the establishment of a mission planning unit. The Planning Officer, with the support of the Administrative Assistant, would provide effective management of information, including the provision of timely and accurate data, analysis and information on the capabilities, limitations and status of mission logistics, resources and all logistics projects and activities.

Engineering Section

International staff: decrease of 1 post (conversion of 1 P-3 post to a National Professional Officer post)

National staff: increase of 1 post (conversion of 1 P-3 post to a National Professional Officer post)

87. In line with the mission's focus on national capacity-building, it is proposed that one P-3 position of Chief of the Building Management Unit, which has been

vacant for over two years, be converted to a National Professional Officer post. The incumbent would be in charge of maintenance and repairs of military and formed police unit sites, United Nations police premises and civilian staff premises in approximately 62 locations.

Communications and Information Technology Section

International staff: decrease of 1 post (reassignment of 1 P-3 post to the safe and secure environment component/Joint Operations Centre)

88. It is proposed that one P-3 post of Chief Information Technology Officer be reassigned to the Joint Operations Centre in response to the assessment carried out by the Situation Centre in New York in 2012, which established the need to reinforce the UNOCI Joint Operations Centre. The efficiency and productivity of the Communications and Information Technology Section would not be affected by this reduction.

Supply Section

International staff: decrease of 2 posts (reassignment of 1 P-3 post, and conversion of 1 Field Service post to a national General Service post)

National staff: increase of 1 post (national General Service post)

89. It is proposed that one Supply Officer be reassigned to the Office of the Chief of Integrated Support Services. The reassignment would enable the mission to achieve the full implementation of its mandate, as the mission's new priorities have a direct correlation to integrated support services requirements. Furthermore, the challenges that accompany the planned decentralization require the appropriate structure to support it.

90. The conversion of one Field Service Supply Assistant post to a General Service position that would be deployed in the region would enforce the mission priority of national staff capacity-building and decentralization to achieve effective and efficient implementation of the mandate.

Movement Control Section

International staff: decrease of 1 post (redeployment of 1 Field Service post to the Office of the Chief of Integrated Support Services)

91. It is proposed that one international Administrative Assistant be redeployed to the Office of the Chief of Integrated Support Services to assist the Planning Officer in the management of integrated support services information.

Security Section

International staff: decrease of 3 posts (redeployment of 2 Field Service posts to the Joint Operations Centre and 1 Field Service post to the Office of the Force Commander)

92. It is proposed that two Personal Protection Officers be redeployed to the Joint Operations Centre in response to the assessment carried out by the Situation Centre in New York in 2012, which established the need to reinforce the UNOCI Joint Operations Centre to better report on the volatile situation in Côte d'Ivoire and

neighbouring countries. The Security Section works closely and collaboratively with the Joint Operations Centre in the areas of information-gathering and incident-recording. The proposed redeployments therefore would not affect the Section's ability to operate.

93. It is also proposed that one international Administrative Assistant (1 Field Service) be redeployed to the Office of the First Commander. The staff of the Security Section is sufficient to undertake all the administrative functions and the redeployment of the post would not affect the Section's operation.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	*Expenditures (2011/12)*	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Military and police personnel					
Military observers	10 558.9	10 017.7	10 063.1	45.4	0.5
Military contingents	240 430.4	223 774.6	210 961.5	(12 813.1)	(5.7)
United Nations police	18 247.0	26 897.4	27 699.4	802.0	3.0
Formed police units	24 200.1	24 983.4	24 229.0	(754.4)	(3.0)
Subtotal	**293 436.4**	**285 673.1**	**272 953.0**	**(12 720.1)**	**(4.5)**
Civilian personnel					
International staff	78 814.6	77 984.5	77 773.1	(211.4)	(0.3)
National staff	23 252.2	20 491.6	21 181.7	690.1	3.4
United Nations Volunteers	12 279.0	7 922.1	8 612.7	690.5	8.7
General temporary assistance	4 690.0	1 413.9	903.9	(510.0)	(36.1)
Subtotal	**119 035.8**	**107 812.1**	**108 471.4**	**659.3**	**0.6**
Operational costs					
Government-provided personnel	660.0	1 745.7	1 764.6	18.9	1.1
Civilian electoral observers	–	–	–	–	–
Consultants	417.0	431.5	431.5	–	–
Official travel	6 797.5	3 806.3	3 806.5	0.2	0.0
Facilities and infrastructure	84 657.8	55 208.3	59 442.9	4 234.6	7.7
Ground transportation	14 333.3	10 283.5	9 941.9	(341.6)	(3.3)
Air transportation	47 635.2	41 125.9	55 791.9	14 666.0	35.7
Naval transportation	3.5	6.1	5.9	(0.2)	(3.3)
Communications	23 939.8	17 063.7	16 078.7	(985.0)	(5.8)
Information technology	7 291.4	4 131.3	4 058.2	(73.1)	(1.8)
Medical	7 696.6	7 461.5	8 873.5	1 412.0	18.9
Special equipment	4 437.4	4 267.6	4 173.0	(94.6)	(2.2)
Other supplies, services and equipment	12 794.7	34 000.4	31 861.4	(2 139.0)	(6.3)
Quick-impact projects	1 975.0	2 000.0	2 000.0	–	–
Subtotal	**212 639.2**	**181 531.8**	**198 230.0**	**16 698.2**	**9.2**
Gross requirements	**625 111.4**	**575 017.0**	**579 654.4**	**4 637.4**	**0.8**
Staff assessment income	11 048.6	9 153.0	9 406.2	253.2	2.8
Net requirements	**614 062.8**	**565 864.0**	**570 248.2**	**4 384.2**	**0.8**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**625 111.4**	**575 017.0**	**579 654.4**	**4 637.4**	**0.8**

B. Non-budgeted contributions

94. The estimated value of non-budgeted contributions for the period from 1 July 2013 to 30 June 2014 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement	3 042.0
Voluntary contributions in kind (non-budgeted)	–
Total	**3 042.0**

C. Efficiency gains

95. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Military and police personnel	391	Reduction in troop rotation cost, owing to the management initiative to purchase round-trip tickets (as opposed to one-way tickets) for military observers, staff officers and United Nations police
Total	**391**	

D. Vacancy factors

96. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2011/12*	*Budgeted 2012/13*	*Projected 2013/14*
Military and police personnel			
Military observers	(2.1)	1.0	1.0
Military contingents	2.4	1.0	1.0
United Nations police	33.0	10.0	8.0
Formed police units	(10.3)	1.0	1.0
Civilian personnel			
International staff	15.1	15.0	10.0
National staff			
National Professional Officers	20.0	8.0	8.0
National General Service staff	5.9	5.0	5.0

Category	*Actual 2011/12*	*Budgeted 2012/13*	*Projected 2013/14*
United Nations Volunteers	26.1	5.0	1.0
Temporary positions[a]			
International staff	45.0	15.0	–
National staff	69.0	5.0	–
Government-provided personnel	69.0	20.0	20.0
Civilian electoral observers	–	–	–

[a] Funded under general temporary assistance.

97. The application of vacancy rates is based on actual average deployment of personnel in the 2011/12 financial period and the first half of the 2012/13 financial period. The vacancy rates of United Nations police, international staff and United Nations Volunteers have been decreased to 8, 10 and 1 per cent, respectively, compared to the 2012/13 budget, to reflect the actual vacancy rate during the period from July 2012 to January 2013, as well as the anticipated deployment of military, police and civilian personnel. The vacancy rates of temporary positions have also been decreased to 0 per cent to reflect the actual vacancy rate, as well as the conversion of four positions to posts.

E. Contingent-owned equipment: major equipment and self-sustainment

98. Requirements for the period from 1 July 2013 to 30 June 2014 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $86,078,200 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	42 793.8
Formed police units	5 315.0
Subtotal	**48 108.8**
Self-sustainment	
Facilities and infrastructure	19 160.9
Communications	7 784.6
Medical	6 850.9
Special equipment	4 173.0
Subtotal	**37 969.4**
Total	**86 078.2**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	1.8	4 April 2004	10 February 2006
Intensified operational condition factor	1.9	4 April 2004	10 February 2006
Hostile action/forced abandonment factor	1.5	4 April 2004	10 February 2006
B. Applicable to home country			
Incremental transportation factor	0.0-4.25		

F. Training

99. The estimated resource requirements for training for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	340.8
Official travel	
Official travel, training	1 452.7
Other supplies, services and equipment	
Training fees, supplies and services	244.2
Total	**2 037.7**

100. The number of participants planned for the period from 1 July 2013 to 30 June 2014, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2011/12	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2011/12*	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2011/12*	*Planned 2012/13*	*Proposed 2013/14*
Internal	239	1 415	1 512	114	1 213	1 465	77	683	8 381
External[a]	98	152	109	37	18	32	12	10	12
Total	**337**	**1 567**	**1 621**	**151**	**1 231**	**1 497**	**89**	**693**	**8 393**

[a] Includes the United Nations Logistics Base and outside the mission area.

101. The Operation will continue to implement its training strategy, which is designed to upgrade various substantive and technical skills, and to develop the leadership, management and organizational skills of international and national staff. Training will be provided to the civilian, military and police personnel of the Operation, mainly through human resources management/development and language programmes, and in the substantive areas, it will be related to protection of civilians,

gender and humanitarian issues. The Operation will continue to promote internal and in-house training, including through train-the-trainer strategy and e-learning courses.

G. Disarmament, demobilization and reintegration

102. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Supplies, services and equipment for the reinsertion of ex-combatants	15 000
Direct operational costs for demobilization of 30,000 ex-combatants	4 500
30 community violence reduction programmes	1 500
Repatriation of 2,500 ex-combatants from foreign countries	750
Other: including monitoring of the reinsertion process, seminars with the Authority on Disarmament, Demobilization and Reintegration and workshops with traditional leaders and local governments	290
Total	**22 040**

103. The Operation's role in the provision of disarmament, demobilization and reinsertion support for the demobilization of ex-combatants is reflected in outputs under expected accomplishments 1.3 and 1.4 of the results-based-budgeting frameworks. The disarmament, demobilization and reintegration efforts in 2013/14 aim to disarm and demobilize 30,000 former combatants in Côte d'Ivoire, of which 2,500 are repatriated from foreign countries.

104. The proposed resources include provision for the reinsertion of 30,000 former combatants at an average cost of $500 per individual, as it is anticipated that some former combatants will reintegrate after a few months, which will reduce the costs of reinsertion. The reinsertion benefits include vocational training, education, life skills and short-term income generating employment. Direct operational costs include provision for the demobilization of 30,000 former combatants, comprising management of food and medicine for individuals in camps.

105. The provision for the repatriation of 2,500 former combatants from other countries (mostly Liberia and Ghana) will include provision for interim hosting, food and non-food items, while they await relocation and reinsertion.

106. A community violence reduction programme will be delivered in coordination with the Authority on Disarmament, Demobilization and Reintegration and UNDP, which will also participate in funding and implementation. The aim of the $1.5 million funding is to deliver 30 projects to reach former combatants that are unlikely to be attracted by the standard disarmament, demobilization and reintegration programme and make reinsertion easier and encourage the handover of weapons within communities.

107. Other aspects of the disarmament, demobilization and reintegration programme include external evaluation and monitoring of the reinsertion process, seminars with the Authority and workshops with traditional leaders and local governments in each sector.

H. Mine-detection and mine-clearing services

108. The estimated resource requirements for mine-detection and mine-clearing services for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Special equipment	
Mine-detection and mine-clearance equipment	–
Other supplies, services and equipment	
Mine-detection and mine-clearance services	5 247.2
Mine-detection and mine-clearance supplies	–

109. In parallel with the disarmament, demobilization and reintegration programmes, the Operation will deliver outputs related to weapons and ammunition management, as reflected under expected accomplishments 1.1 and 3.2 of the results-based-budgeting frameworks. In this respect, efforts will be made in the following main areas: (a) clearance of explosive remnants of war to improve the protection of civilians and human security; (b) safe handling and storage of weapons and ammunitions and disposal of unserviceable ones collected during disarmament, demobilization and reintegration operations led by the Authority and ad hoc disarmament operations to disarmament-related sites; (c) physical security and stockpile management, which contributes to the protection and security and the security sector reform mandate of UNOCI; and (d) technical assistance to Ivorian national authorities in relation to their obligations under international disarmament laws, namely, the ECOWAS Convention on Small Arms and Light Weapons, the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction and the Convention on Cluster Munitions, to which Côte d'Ivoire is a signatory.

110. Reduced requirements are anticipated in the area of mine-detection and mine-clearing services, owing to the rehabilitation/reconstruction of national weapons and ammunition storage expected to be completed by June 2013. In addition, the United Nations Mine Action Service/provision of physical security and stockpile management component will focus on the capacity-building of national staff to monitor and evaluate the rehabilitated infrastructures.

I. Quick-impact projects

111. The estimated resource requirements for quick-impact projects for the period from 1 July 2013 to 30 June 2014, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2011 to 30 June 2012 (actual)	1 975.0	95
1 July 2012 to 30 June 2013 (approved)	2 000.0	80
1 July 2013 to 30 June 2014 (proposed)	2 000.0	80

112. A provision of $2.0 million is proposed for the 2013/14 period to implement 80 quick-impact projects in the following areas: human rights (10 projects); reconciliation, outreach and conflict resolution (20 projects); humanitarian assistance to displaced persons (8 projects); gender and child protection (10 projects); HIV/AIDS (7 projects); justice and corrections (10 projects); law and order (10 projects); and public administration (5 projects).

113. The continued implementation of quick-impact projects across Côte d'Ivoire will create a positive environment for the Operation's activities and contribute more effectively in the critical phase of peace consolidation, where challenges still remain to be addressed with regard to the reunification of the country, the effective restoration of public order and rule of law, with a particular focus in the west and south of the country, national reconciliation, and ensuring that Côte d'Ivoire's peace process remains on track. The quick-impact projects will not only focus on building confidence, reconciliation and cohesion within Ivorian society, but will also result in an improved mutual understanding between the local population and UNOCI, through projects for the rebuilding of infrastructure (schools and health centres), repair of water pumps, provision of equipment, training and sensitization activities, revenue-generating projects, especially for such vulnerable groups as women and displaced persons.

114. Special attention will be given to outreach and reconciliation activities in support of the stabilization process and social cohesion in areas where tensions continue to be observed. Quick-impact projects will continue to be used as a tool to help UNOCI gain acceptance by the community, and where the UNOCI presence has been recently deployed for the first time, or where opposition to UNOCI presence has prevented the population from understanding the mandate of the mission. Following the holding of municipal elections, confidence-building measures will continue to be implemented by UNOCI, with a focus on areas with a potential risk of political tension.

III. Analysis of variances[1]

115. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military contingents	($12 813.1)	(5.7%)

- **Management: reduced inputs and same outputs**

116. The reduced requirements are mainly attributable to: (a) the supplementary payment authorized by the General Assembly for troop reimbursement in the 2012/13 budget; (b) lower cost of travel on emplacement, rotation, repatriation and replacement, due to the advance purchase of round-trip tickets for staff officers, and increased use of United Nations assets; (c) lower provisions for daily allowance based on actual requirements; and (d) reduced provision for freight and deployment of contingent-owned equipment, as it is already deployed in the mission.

	Variance	
United Nations police	$802.0	3.0%

- **Management: increased inputs and same outputs**

117. The increased requirements are mainly attributable to the decrease in the vacancy factor from 10 per cent in the 2012/13 budget to 8 per cent in 2013/14, and to increased requirements for death and disability compensation, due to higher 2011/12 expenditure. The overall increase is partly offset by decreased requirements for travel on emplacement, rotation and repatriation, due to the decision to purchase round-trip tickets in advance.

	Variance	
Formed police units	($754.4)	(3.0%)

- **Management: reduced inputs and same outputs**

118. The reduced requirements are mainly attributable to: (a) the supplementary payment authorized by the General Assembly for troop reimbursement in the 2012/13 budget; and (b) lower cost of travel on emplacement, rotation, repatriation and replacement by aligning rotations of the different units to reduce the number of flights.

	Variance	
International staff	($211.4)	(0.3%)

- **Management: reduced inputs and same outputs**

119. The decreased requirements are mainly attributable to the revised salary scale effective as at 1 January 2013, partly offset by the decrease in the vacancy factor from 15 per cent in the 2012/13 budget to 10 per cent in 2013/14.

	Variance	
National staff	$690.1	3.4%

- **Management: increased inputs and outputs**

120. The increased requirements are mainly attributable to revised average grades for National Professional Officers (from NO-A/5 in the 2012/13 budget to NO-B/1 in 2013/14) and the revised salary scale for national General Service staff members.

	Variance	
United Nations Volunteers	$690.6	8.7%

- **Management: increased inputs and same outputs**

121. The increased requirements are mainly attributable to the decrease in the vacancy factor from 5.0 per cent in the 2012/13 budget to 1.0 per cent in 2013/14, based on the actual average and anticipated deployment of personnel.

	Variance	
General temporary assistance	($510.0)	(36.1%)

- **Management: reduced inputs and outputs**

122. The decreased requirements are mainly attributable to the conversion of four temporary positions in the Conduct and Discipline Section to posts.

	Variance	
Facilities and infrastructure	$4 234.6	7.7%

- **Management: increased inputs and outputs**

123. The increased requirements are mainly attributable to: (a) security and safety equipment upgrades to reinforce security and safety at the Sebroko headquarters, Yopougon camp and UNOCI offices in Côte d'Ivoire, in view of the security threat and attacks on Government, police and military installations; (b) construction services in Sebroko and the integrated Yopougon base; (c) security services, due to the increase in the monthly cost per contracted security guards and the opening of new sites in Sector West and Abidjan areas; and (d) acquisition of 8 wastewater treatment plants and replacement of 47 plants and water tanks to be installed at the Man, Daloa Moto Agri, and Bouake headquarters and Yamoussoukro Camps. The overall increase is partly offset by reduced requirements for: (a) contingent-owned equipment/self-sustainment based on memorandums of understanding and the mission's experience; (b) alteration and renovation services, due to the absence of renovations; (c) no provision for acquisition of generators in the 2013/14 budget; (d) decreased requirements for rental of premises, due to the closing of the Kouamssi, Colas and Anyama premises, which will be relocated to the integrated logistics base in Yopougon; and (e) maintenance services, due to new service contract rates for garbage disposal, new waste water treatment plants and the new integrated logistics base in Yopougon.

	Variance	
Ground transportation	**($341.6)**	**(3.3%)**

- **Management: reduced inputs and outputs**

124. The decreased requirements are mainly attributable to: (a) lower prices for diesel fuel and reduced consumption of fuel as part of the management initiative to better control the duty usage of vehicles while charging liberty mileage to staff members for private trips; and (b) decreased requirements for the repair and maintenance of trucks and forklifts. The overall decrease is partly offset by the acquisition of vehicle workshop equipment.

	Variance	
Air transportation	$14 666.0	35.7%

- **Management: increased inputs and outputs**

125. The increased requirements are mainly attributable to: (a) requirements of $10 million based on an estimated annual cost of $15 million and considering a delayed deployment factor of 33 per cent. This is to cover the costs of unmanned aerial system as a pilot project, which is required to conduct aerial surveillance that cannot be achieved using manned aircraft in the search for arms stores and armed group activity on the border between Côte d'Ivoire and Liberia; (b) increased requirements for petrol, oil and lubricants, mainly due to increased flight hours, fleet reconfiguration and higher prices of fuel; and (c) increased requirements for rental and operations of fixed-wing aircraft and helicopters as a result of renewals.

	Variance	
Communications	**($985.0)**	**(5.8%)**

- **Management: reduced inputs and outputs**

126. The decreased requirements are mainly attributable to: (a) the reduction of disarmament, demobilization and reintegration, security sector reform and rule of law public information services; (b) reduced provisions for the maintenance of equipment and spare parts; and (c) contingent-owned equipment/self-sustainment reduced requirements based on memorandums of understanding and the mission's experience. The overall decrease is partly offset by the acquisition of radio communications equipment needed for the implementation of the digital two-way radio system.

	Variance	
Medical	$1 412.0	18.9%

- **Management: increased inputs and outputs**

127. The increased requirements are mainly attributable to: (a) 2 additional medical units (the Pakistan Heavy Transportation and Maintenance Unit and the Ukraine Aviation Unit); (b) provision for a new medical level-II self-sustainment category hospital; (c) 2 additional units of ultrasound equipment; and (d) acquisition of an

Earthmed hospital database. The overall increase is partly offset by decreased requirements for medical supplies, due to the reduced number of personnel.

	Variance	
Other supplies, services and equipment	($2 139.0)	(6.3%)

• **Management: reduced inputs and outputs**

128. The decreased requirements are mainly attributable to: (a) reduced requirements for mine-detection and mine-clearing services, owing to the rehabilitation/reconstruction of national weapons and ammunition storage expected to be completed by June 2013. In addition, the United Nations Mine Action Service/provision of physical security and stockpile management component will focus on the capacity-building of national staff to monitor and evaluate the rehabilitated infrastructures; (b) reduced requirements for other freight and related costs due to construction projects implemented in the 2012/13 budget period, and lower-than-anticipated movements of construction supplies and equipment for camps within the mission; (c) decreased requirements for rations due to reduced daily catering service cost for staff officers from $9.25 in the 2012/13 budget to $4.02 in 2013/14. The overall decrease is partly offset by increased requirements for temporary services of language assistants and additional requirements for welfare equipment for civilians in new sites of Sector West.

IV. Actions to be taken by the General Assembly

129. **The actions to be taken by the General Assembly in connection with the financing of UNOCI are:**

(a) **Appropriation of the amount of $579,654,400 for the maintenance of the Operation for the 12-month period from 1 July 2013 to 30 June 2014;**

(b) **Assessment of the amount of $48,304,533 for the period from 1 to 31 July 2013;**

(c) **Assessment of the amount of $531,349,867 at a monthly rate of $48,304,533 should the Security Council decide to continue the mandate of the mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 66/264, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 66/264)

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
The General Assembly notes some recent improvements in the vacancy and turnover rates for civilian staff while recognizing scope for improvement, and therefore requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 21).	The UNOCI Personnel Section has worked closely with the other sections to address vacancies and recruitment activity by maintaining and sharing monthly incumbency and staff turnover reports with senior management. Candidates that have been cleared by the Field Central Review Board are reviewed regularly. The vacancy rate as at 31 December 2012 was: 8.5 per cent for international staff, compared to 15 per cent budgeted; 13.7 per cent for National Professional Officers, compared to 8 per cent budgeted; 6.2 per cent for national General Service staff, compared to 5 per cent budgeted.
The General Assembly underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each peacekeeping mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions (para. 23).	UNOCI will nationalize 10 per cent of its international posts in two years, of which 3 posts have been identified in the 2013/14 budget and additional posts will be identified in the 2014/15 budget cycle. A review of the balance between substantive and support staff will be undertaken following completion of the project to increase substantive staff presence in the field, away from Abidjan.
The General Assembly welcomes improvements regarding, inter alia, the physical verification of non-expendable property, stresses the importance of strengthening the full cycle of supply-chain management within peacekeeping operations, and in this regard reiterates its request to the Secretary-General to strengthen internal controls in the management of those assets to ensure adequate safeguards to prevent waste and financial loss to the Organization (para. 30).	The UNOCI Property Control and Inventory Unit continued to strive to achieve 100 per cent accountability of United Nations-owned equipment. Quarterly benchmarks were established to achieve the following targets: by the first quarter, at least 30 per cent of assets verified; by the second quarter, at least 60 per cent of assets verified; by the third quarter, 100 per cent completed; and by the fourth quarter, follow-up on discrepancies and reconciliation undertaken.

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
	Additional control mechanisms were put in place including: (a) monthly asset management meetings with property management stakeholders; (b) monthly reports highlighting asset management issues; (c) monthly discrepancy reports to ensure reliability and accuracy of information; (d) spot checks on expendable property to ensure regular cycle counts; and (e) monitoring of surplus assets, ageing of stock and stock ratios to ensure compliance with Department of Field Support key performance indicators.
The General Assembly requests the Secretary-General to ensure the application of liberty usage guidelines for all mission vehicles and to report thereon in his next overview report on the financing of the United Nations peacekeeping operations (para. 31).	Liberty usage was implemented in July 2011. Administrative guidelines and procedures to that effect were broadcast to all staff. During the 2011/12 period, 179,140 km were recovered as liberty mileage, equivalent to $31,349.

B. Advisory Committee on Administrative and Budgetary Questions

(A/66/718)

Request/recommendation	*Action taken to implement request/recommendation*
To facilitate an assessment of the impact of efficiency measures on budget implementation, the Advisory Committee is of the view that, where applicable, in the context of the analysis of variances, budget performance reports should include details of savings resulting from the implementation of efficiency measures (para. 19).	In the 2011/12 budget performance report, UNOCI provided variance justifications which included details of the savings resulting from the implementation of efficiency measures in the form of solar-powered deep-well water pumps in five camps (Odienne, Korhogo, Ferkessedougou, Bouna and Bouake). However, the effects on the 2011/12 period were minimal, as these were completed towards the end of the financial year, along with environmentally friendly wastewater treatment systems in three camps (Daloa, Duekoue and Gagnoa) with estimated savings of $94,000.
The Advisory Committee is of the view that, in the preparation of the budget performance reports for the 2011/12 period, a distinction must be made between any savings which derive from the implementation of efficiency measures and underexpenditures resulting from other factors (para. 23).	
The Advisory Committee welcomes efforts to identify cross-cutting targets for resource reductions and to critically examine proposals for capital expenditures by field mission, and notes the assurance given that the particular circumstances pertaining to each peacekeeping operation were taken into account during budget preparation. ... The Committee considers, however, that the budget proposals should have provided more information on how those measures are going to be applied by each mission, including, where appropriate, any mitigating measures planned to ensure that there would be no impact on mandate implementation (para. 33).	UNOCI is working closely with the neighbouring missions and the United Nations country team in order to identify cross-cutting targets for resource reductions. For example UNOCI will co-share flight utilization and cost for 2013/14 of a B-737 fixed-wing aircraft (40 per cent share with UNMIL) and Mi-24 rotary-wing aircraft (50 per cent share with UNMIL).

Request/recommendation	*Action taken to implement request/recommendation*
In this regard, the Advisory Committee also cautions against equating the deferral of capital expenditures with the implementation of sustainable efficiency measures that are based on changes in business processes which enable the more cost-efficient delivery of mandates. The Advisory Committee further expects that careful planning will be undertaken to ensure that any restoration of delayed capital expenditures during the 2012/13 period does not create a significant additional financial burden on Member States in subsequent financial periods (para. 34).	UNOCI concurs with this recommendation and ensured compliance through the 2013/14 budget proposal.
The Advisory Committee is of the view that the delayed deployment factors and vacancy rates to be applied should be based on fully justified budgetary assumptions that take into account both historical data and foreseeable factors. In this regard, clear justification should be provided in budget documents for the rates used, particularly when these differ from the actual rates at the time of budget preparation (para. 36).	The application of vacancy rates is based on historical data and actual deployment of personnel, as well as on the projections for recruitment of civilian staff and the deployment of military and police personnel. This is reflected in the 2013/14 budget proposal.
The Advisory Committee considers that the human resources management reforms approved by the General Assembly in recent years and the availability of pre-cleared candidates on the roster should result in a demonstrable and sustained reduction in actual vacancy rates for civilian staff throughout peacekeeping operations. The Committee is therefore of the view that this issue should be kept under review in the context of future budget submissions (para. 38).	The mission makes the utmost use of pre-cleared candidates on the roster, thereby expediting the recruitment process.
The Advisory Committee is of the view that, in order to provide clarity regarding the basis for the resource requirements being proposed, particularly when missions are deploying or expanding, the information provided to the General Assembly in the context of proposed budgets should include details of the phased deployment schedules of troops and police and their impact on resource requirements (para. 39).	The recommendation is not applicable to UNOCI for the 2013/14 budget period, as the deployment is complete.
The Advisory Committee reiterates its position that the continuing requirement for long-vacant posts should be reviewed on an ongoing basis and, in particular, before requests for new posts are made to the General Assembly (see A/65/743, para. 43, and A/66/7, para. 92). It is not clear to the Committee that such reviews are being systematically undertaken by each peacekeeping operation. In this regard, it is recalled that in the context of the proposed programme budget, the General Assembly, in its resolution 66/246, endorsed	The UNOCI requirements for posts that have been vacant for two years and longer were reviewed and justifications are provided in the 2013/14 budget proposal for the retention of a P-3 post of Disarmament, Demobilization and Reintegration Officer, a P-3 post of Human Rights Officer, and a P-5 post of Senior Gender Affairs Officer, all of which are under recruitment, as well as a P-3 post of Engineer, which is proposed for nationalization.

Request/recommendation	*Action taken to implement request/recommendation*
the recommendation of the Advisory Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy (see A/66/7, paras. 92 and 93). The Committee recommends that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget proposals, along with specific justification for any that are proposed for retention (para. 54).	
In this regard, the Advisory Committee remains concerned at the proportion of peacekeeping training resources that are for training-related travel. The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/65/743, para. 135) (para. 74).	The mission monitors all travel expenditures on a daily and monthly basis. A report on training for travel (budgeted training costs per section against the actual expenditures) is discussed at the management level. The mission has increased the use of training centres in the subregion and in Africa, and training courses that benefit a large group of staff are normally organized in mission. In the 2011/12 period, 13 in-mission training courses were conducted for 383 staff members. The train-the-trainer method is also used to reduce cost.
The Committee recommends that in future reports on benefits and cost savings, further effort be made to gather and provide reliable supporting information to enable the cause and effect relationships between actions taken and any reported benefits or savings being reported to be clearly demonstrated. The Committee notes that reporting on the evaluation of the impact of efficiency measures on mandate and service delivery remains deficient at this stage (para. 86).	The impact of the efficiency gain for 2011/12 resulted in savings of approximately $94,000, due to environmentally friendly wastewater systems in 3 camps (Daola, Duejoue and Gagnoa). In 2012/13, the budget proposal included proposed efficiency gains which will be reported in the related 2012/13 budget performance report. Potential savings in 2013/14 will result from a cost-saving initiative of procuring round-trip (instead of one-way) tickets for military staff officers, military observers and United Nations police personnel.
The Advisory Committee recommends that the Secretary-General be requested to review vehicle and information technology equipment holdings in peacekeeping operations and to align such holdings with the standard ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual. The Committee requests that information in that regard be provided in the context of the next overview report. The Committee recognizes that mission-specific operational circumstances may exist that justify holdings in excess of the standard ratios and requests that, where applicable, such justification be clearly outlined in the 2013/14 budget proposals for the missions concerned (para. 91).	The mission aligns its vehicle and information technology equipment with the standard United Nations ratios and justifies areas exceeding them. With regard to information technology equipment, national staff, with the exception of skilled workers and drivers, are assigned tasks which require a computing device. The ratio of one computing device for every 2.5 local staff members (mentioned in para. 89 of the Advisory Committee's report) would not be realistic, given the tasks carried out by national staff.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee is of the view that the holdings of information technology equipment by peacekeeping operations should also be based on planned deployment levels of personnel for the period concerned or, if higher, on actual deployment in the mission, rather than on the full authorized level of personnel (para. 92).	Acquisition of information technology equipment is based on the planned deployment of personnel, rather than on the full authorized level of posts.
The Committee is of the view that rotation coordinators provide a valuable service to troop- and police-contributing countries and expects that the Secretary-General will seek to identify the resources necessary to ensure their use (para. 102).	The UNOCI Movement Control Section deploys a rotation coordinator to each troop-contributing country to ensure that all rotation aspects are in compliance with United Nations regulations for the movement of troops by land, air and sea. The main benefits of utilizing rotation coordinators are having the direct link on the ground during their entire rotation process, as well as the ability to brief troop-contributing countries on the transportation of dangerous goods, thereby ensuring compliance with International Air Transport Association and International Maritime Dangerous Goods regulations in the packing, storing and loading of dangerous goods. The rotation coordinator ensures that troop-contributing countries comply with baggage weight limitations and prepare all documentation for each contingent, such as passenger manifest, cargo manifest and dangerous goods declaration, as required.
The Committee ... requests that future budget proposals for peacekeeping operations include specific information on all construction projects for which resources of more than $1 million are sought for the financial period in question (para. 106).	Information on the construction of the integrated logistics base in Yopougon is included in the 2013/14 budget.
The Advisory Committee notes the actions taken to transfer vehicles between missions to meet emerging requirements but remains of the view that a further review of the vehicle holdings of peacekeeping missions is required (para. 110).	UNOCI will support the transfer of vehicles to and from other missions, as available. However, at present, the mission does not have vehicles to be transferred. Due to the ongoing decentralization process, a significant number of vehicles will be transferred to the sectors, thereby skewing the user/vehicle ratio. For example, more users can be assigned to a vehicle in Abidjan, but not in the sectors, owing to the need for a vehicle to perform mandated tasks.
The Committee recognizes that operational developments may, on occasion, lead to additional requirements for travel. The Committee is concerned, however, about the level of overexpenditure on travel reported for the 2010/11 period. The Committee stresses the importance of travel requirements being properly budgeted and of every effort being made to ensure that travel expenditures remain within approved provisions (para. 137).	The increased requirements in the 2010/11 period were attributable mainly to unplanned within-mission travel for the construction of two camps and the dismantling of engineering assets at six vacated camps. After the post-electoral crisis, travel was undertaken for sensitization campaigns, coordination meetings in the area of rule of law, military consultations and mission planning assessments.

Request/recommendation	*Action taken to implement request/recommendation*
	The increased requirements of 71 per cent in the 2011/12 period were owing to additional requirements for within-mission travel in support of the legislative elections and its repetition in some disqualified areas; the construction of six new camps in the sectors and three disarmament, demobilization and reintegration camps; and the unplanned official assessment visits by the Security Council. Travel requirements for the 2013/14 budget period have been carefully and thoroughly planned by limiting trips to those specifically required to support mandated activities.
The Committee notes the reduction in the provision for official travel but is of the view that requirements in this area should continue to be kept under close review. While the Committee accepts that the effective delivery of mandates necessitates travel, it is concerned about the disruption of the day-to-day work of staff and the possible impact on programme delivery of prolonged absences from duty stations (see also A/66/739, paras. 3 and 26). As such, the Committee considers that maximum use should be made of advances in information and communications technology and other methods of representation to reduce the need for travel. The Committee has also raised particular concerns about the level of training-related travel being undertaken (para. 138).	UNOCI promotes training through e-learning courses and offers 22 online learning programmes to all civilian staff. Travel for training has been reviewed closely with emphasis on training within the continent for cost reduction. For example, travel to Accra and Entebbe is cheaper than travel to Brindisi, Italy. UNOCI has also increased its in-house training to staff by hiring consultants to minimize travel costs and has adapted a "train-the-trainer" strategy to ensure effectiveness and efficiency in the roll-out of training programmes.

(A/66/718/Add.18)

Request/recommendation	*Action taken to implement request/recommendation*
With regard to death and disability compensation, unliquidated obligations for the settlement of outstanding claims amounted to $268,000. The Committee was further informed that three claims were pending. The Advisory Committee expects that all outstanding claims will be settled expeditiously (para. 12).	Two of the three claims referred to were paid and the third was rejected. As at 28 December 2012, there were four pending claims amounting to $229,000. Three of the claims were with the Medical Services Section for review and one was with the Under-Secretary-General for Field Support for a decision.
The Advisory Committee stresses that it is important that travel requirements be properly budgeted and that every effort be made to ensure that expenditures remain within approved provisions. The Committee urges the Operation to monitor the utilization of resources for both consultants and official travel to ensure that these are used in the most prudent manner (para. 15).	Travel requirements for the 2013/14 budget period have been carefully and thoroughly planned by limiting the planned trips to those directly required for the support of mandated activities.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee was informed that the major construction projects in the 2012/13 period comprised the construction of an integrated logistics base and the completion of the Yopougon military camp. The Advisory Committee expects that the Operation will closely monitor the progress of these and all construction projects and will ensure the necessary oversight by Headquarters (para. 42).	Close monitoring of the Yopougon military camp and other construction projects will be undertaken with the necessary oversight by Headquarters. The Yopougon military camp was budgeted in 2011/12 to support the additional 2,000 troops, but as the Government could not provide land, the troops were temporarily accommodated in the Government-owned Akuedo military camp. In the current 2012/13 period, the Government has provided the land and troops will be relocated from Akuedo to the Yopougon camp where construction has begun and 10 per cent of the work was completed as at November 2012. It is expected that the camp will be completed by December 2013. The relocation from the Koumassi logistics base, Colas and the American School to the Yopougon camp is planned for the 2013/14 period.
From the supplementary information provided to it, the Advisory Committee notes that for the 2012/13 period, during which 640 international personnel are proposed, it is planned that 220 light passenger vehicles will be distributed among international staff, which is significantly above the allocation which would be derived from the application of the standard ratios established for peacekeeping operations. While the Advisory Committee recognizes the need for mission personnel to have access to vehicles for the performance of their official duties, it recommends that UNOCI further review its vehicle holdings and make necessary adjustments to align its vehicle holdings with the standard ratios. The Committee requests that information in this regard be provided in the context of the budget proposal for the 2013/14 period, including, if applicable, justification for proposed holdings in excess of the standard ratios (para. 44).	For 2013/14, the standard ratios will be exceeded, as UNOCI has recently decentralized its operation and nine additional locations have been created for substantive sections, as well as security, military staff officers and integrated service sections. The staff members deployed to the newly created outposts are assigned vehicles to perform their duties, and therefore, the standard ratios cannot be applied in some cases.
The Advisory Committee encourages continued efforts by the Secretary-General to identify innovative ways to address the present shortfall of military helicopters (para. 47).	The United Nations Secretariat has taken a number of successful steps to significantly reduce the shortfall in military helicopters. By the end of January 2012, more than 43 Member States had been approached to provide the required helicopter capabilities, including through a series of meetings with troop-contributing countries. Reimbursement to the Member States, including the agreed rates and relationship to other payments in the associated memorandums of understanding, is the subject of a working group review to ensure that the provisions are related to real-time costs and that troop-contributing countries are appropriately compensated for the services

Request/recommendation	*Action taken to implement request/recommendation*
	rendered. Recent letters of assist have piloted the use of a revised reimbursement structure that does not increase the overall cost. Initial assessment indicates that this may have a positive impact and 14 additional helicopters have been deployed by six troop-contributing countries within the past 10 months.
While noting the reduction in the level of acquisition of information technology equipment, the Advisory Committee is of the view that the Operation should consider further reductions in its holdings of computers (para. 48).	The standard ratio for end-user devices is applied in the 2013/14 budget proposal and justifications are provided in areas that exceed the standard ratios. With the exception of skilled workers and drivers, many national staff members are assigned tasks which require a computing device, and a ratio of 2.5 staff members per computing device is therefore not realistic.
The Advisory Committee notes the inclusion of efficiency gains in the budget for the period 2012/13 and encourages the Operation to identify further areas for efficiency during the 2013/14 period and to provide more detailed information thereon in the context of future budget submissions (para. 53).	The 2013/14 budget proposal includes a realistic saving of $0.4 million, due to the purchase of round trip (as opposed to one-way) tickets for rotations of military observers, military staff officers and United Nations police officers.

C. Board of Auditors

(A/66/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
High-value redeployments	
The Board noted some high-value redeployments. For example, the United Nations Operation in Côte d'Ivoire (UNOCI) redeployed $26.96 million and $10.97 million from operational costs to personnel costs in June and July 2011, respectively [...] (para. 46).	The redeployments referred to were made to reinstate funds redeployed earlier to cover unplanned activities while awaiting the approval of the supplementary budget. The funds were reinstated upon the issuance of the additional funds approved by the General Assembly. UNOCI continues to adhere to the instructions by the Assistant Secretary-General, Controller, dated 28 June 2002, on the management of allotments, thereby ensuring that all proposals for redeployment are reviewed by the appropriate authorities.
While the Board recognizes that changing operational requirements do require budget, frequent and high-value redeployments might be indicative of deficiencies in budget formulation and management. The Board considers that the	See the response above. During the 2010/11 and 2011/12 periods, the mission was faced with a change in the mandate that required a supplementary budget. Accordingly, in coordination with the Department of Field Support, some expenditure was

Request/recommendation	*Action taken to implement request/recommendation*
Administration should enhance its current monitoring mechanism to strengthen budgetary management, in particular for individual high-value redeployments (para. 47).	deferred and priorities changed in order to meet emerging requirements. Upon the approval of the supplementary budget, the funds were reinstated in accordance with the approved budget lines.
The Board also recommends that the Administration enhance the existing monitoring and review of budgetary redeployments to ensure that they are fully justified as they arise and before expenditures are incurred (para. 49).	UNOCI continues to adhere to the instructions by the Assistant Secretary-General, Controller, dated 28 June 2002, on the management of allotments, thereby ensuring that all proposals for redeployment are reviewed by the appropriate authorities.
Detailed implementation plan and action plan for field missions (IPSAS)	
While the gap analysis at the United Nations Interim Force in Lebanon is of value, the Board noted the fact that individual missions face a number of challenges that are specific to their own circumstances. Therefore, individual action plans customized for each mission are also needed. For instance, UNOCI has some particular challenges in accounting for aircraft costs, while the United Nations Peacekeeping Force in Cyprus faces a particular challenge in accounting for leased equipment in particular types of vehicles (para. 149).	In the Department of Field Support, the Field Budget and Finance Division supports the Department of Management in the development of a detailed IPSAS implementation plan for the field missions.
The Board recommends that the Administration ensure that the United Nations IPSAS implementation team, the Department of Field Support and the missions work closely to develop detailed implementation plans as well as action plans for all missions to ensure the implementation of IPSAS in peacekeeping operations (para. 150).	The mission's IPSAS implementation team, comprising the major stakeholders, meets on a monthly basis to review the progress and challenges facing UNOCI in the preparation for IPSAS. The mission also maintains regular liaison with United Nations Headquarters and provides monthly activity logs. A total of 170 staff members had been trained as at the end of November 2012. The team also met with the Office for Internal Oversight Services team on a monthly basis to discuss implementation. The Office conducted an internal audit on IPSAS implementation during October and November 2012 and the findings are being implemented by the relevant stakeholders. A regular stock count of property plant and equipment and inventory control is being conducted and a real estate asset documentation exercise is being undertaken on leases and other types of agreements.

D. Office of Internal Oversight Services

(A/66/286 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
Operational risk	
The implementation of the aviation operational risk management policy, which is an integral part of the aviation risk management framework, entails a decision-making process to address associated risks. The following were noted in at least 1 of the 9 audited missions (see table 3) that had not fully implemented the policy: (a) lack of finalized standard operating procedures; (b) operational risk management methodology not applied to all aviation operations; or (c) an implementation task group on the policy had not formally been established or had not been active; (d) lack of comprehensive training on operational risk management and aviation safety management. Delays in implementing operational risk management were mainly attributed to the lack of: capacity within the missions to implement the policy; commitment of missions management; and awareness among staff about aviation safety matters. The weaknesses are being addressed by the missions in collaboration with the Department of Field Support. An action concerning "(b) operational risk management methodology not applied to all aviation operations" is pending for UNOCI (para. 20).	Aviation operational risk management has been fully implemented in UNOCI. The last phase, which is the application of operational risk management methodology to all aviation operations, was completed on 30 August 2012. This involved the development of additional forms for other units in the Aviation Section, as well as for daily and special flight tasks. The Aviation Safety Unit has requested funds in the 2013/14 budget proposal for operational risk management training for mission staff.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**. The establishment of a new post is proposed when additional resources are necessary and it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. It is proposed that an approved post that was intended to cover a certain function be used to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. It is proposed that an approved post be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed for reclassification (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed for abolishment if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

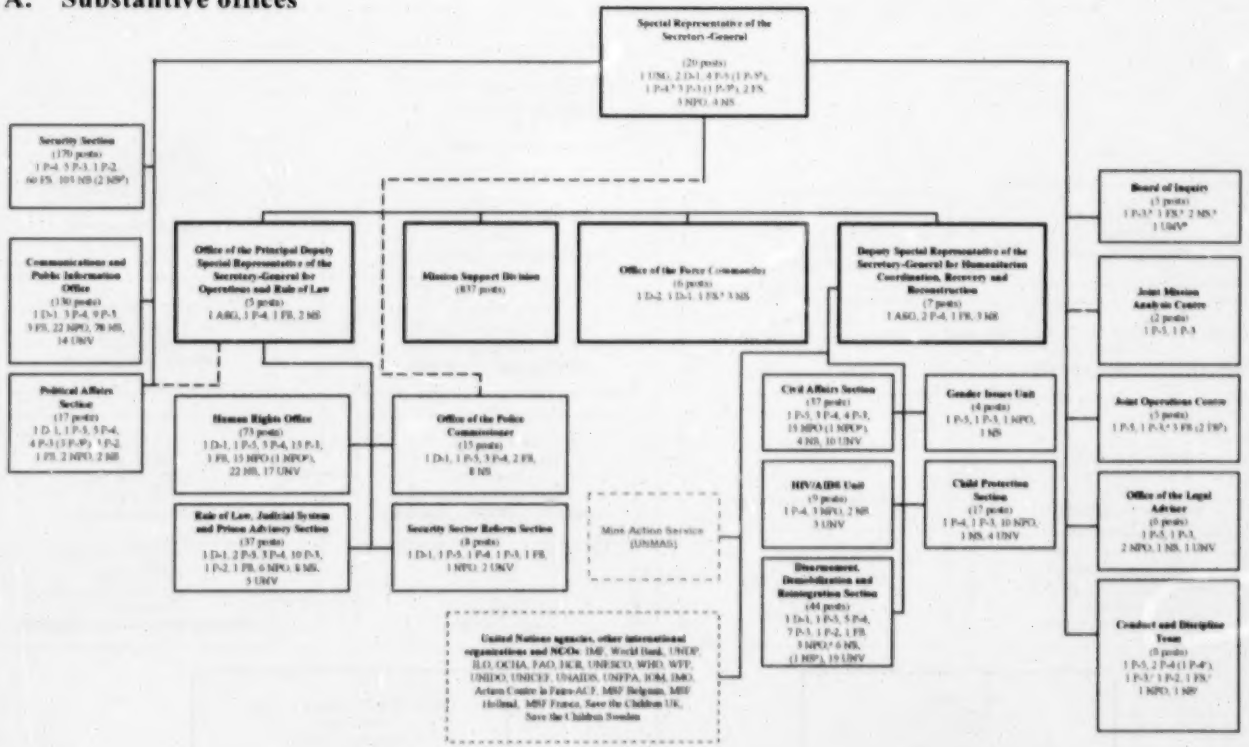
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External**: variances caused by parties or situations external to the United Nations.
- **Cost parameters**: variances caused by United Nations regulations, rules and policies.
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization charts

A. Substantive offices


Special Representative of the Secretary-General
(20 posts)
1 USG, 2 D-1, 4 P-5 (1 P-5[a]), 1 P-4,[a] 3 P-3 (1 P-3[a]), 2 FS, 3 NPO, 4 NS
Security Section
(170 posts)
1 P-4, 5 P-3, 1 P-2, 66 FS, 105 NS (2 NS[a])
Communications and Public Information Office
(130 posts)
1 D-1, 3 P-4, 9 P-3, 9 FS, 22 NPO, 70 NS, 14 UNV
Political Affairs Section
(17 posts)
1 D-1, 1 P-5, 5 P-4, 4 P-3 (3 P-3[a]), 1 P-2, 1 FS, 2 NPO, 2 NS
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law
(5 posts)
1 ASG, 1 P-4, 1 FS, 2 NS
Mission Support Division
(837 posts)
Office of the Force Commander
(6 posts)
1 D-2, 1 D-1, 1 FS,[a] 3 NS
Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction
(7 posts)
1 ASG, 2 P-4, 1 FS, 3 NS
Board of Inquiry
(5 posts)
1 P-3,[a] 1 FS,[a] 2 NS,[a] 1 UNV[a]
Joint Mission Analysis Centre
(2 posts)
1 P-5, 1 P-3
Human Rights Office
(73 posts)
1 D-1, 1 P-5, 5 P-4, 13 P-3, 1 FS, 13 NPO (1 NPO[a]), 22 NS, 17 UNV
Office of the Police Commissioner
(15 posts)
1 D-1, 1 P-5, 3 P-4, 2 FS, 8 NS
Rule of Law, Judicial System and Prisons Advisory Section
(37 posts)
1 D-1, 2 P-5, 3 P-4, 10 P-3, 1 P-2, 1 FS, 6 NPO, 8 NS, 5 UNV
Security Sector Reform Section
(8 posts)
1 D-1, 1 P-5, 1 P-4, 1 P-3, 1 FS, 1 NPO, 2 UNV
Mine Action Service
(UNMAS)
United Nations agencies, other international organizations and NGOs: IMF, World Bank, UNDP, ILO, OCHA, FAO, HCR, UNESCO, WHO, WFP, UNIDO, UNICEF, UNAIDS, UNFPA, IOM, IMO, Actiam Centre in Faire-ACF, MSF Belgium, MSF Holland, MSF France, Save the Children UK, Save the Children Sweden
Civil Affairs Section
(17 posts)
1 P-5, 3 P-4, 4 P-3, 10 NPO (1 NPO[a]), 4 NS, 10 UNV
HIV/AIDS Unit
(9 posts)
1 P-4, 3 NPO, 2 NS, 3 UNV
Disarmament, Demobilization and Reintegration Section
(44 posts)
1 D-1, 1 P-5, 5 P-4, 7 P-3, 1 P-2, 1 FS, 3 NPO,[a] 6 NS, (1 NS[a]), 19 UNV
Gender Issues Unit
(4 posts)
1 P-5, 1 P-3, 1 NPO, 1 NS
Child Protection Section
(17 posts)
1 P-4, 1 P-3, 10 NPO, 1 NS, 4 UNV
Joint Operations Centre
(5 posts)
1 P-5, 1 P-3,[a] 3 FS (2 FS[a])
Office of the Legal Adviser
(6 posts)
1 P-5, 1 P-3, 2 NPO, 1 NS, 1 UNV
Conduct and Discipline Team
(8 posts)
1 P-5, 2 P-4 (1 P-4[a]), 1 P-3,[a] 1 P-2, 1 FS,[a] 1 NPO, 1 NS

Abbreviations: ASG, Assistant Secretary-General; FAO, Food and Agriculture Organization of the United Nations; FS, Field Service; ILO, International Labour Organization; IMO, International Maritime Organization; IOM, International Organization for Migration; MSF, Médecins sans frontières; NPO, National Professional Officer; NS, national General Service staff; OCHA, Office for the Coordination of Humanitarian Affairs; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNFPA, United Nations Population Fund; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNV, United Nations Volunteers; USG, Under-Secretary-General.

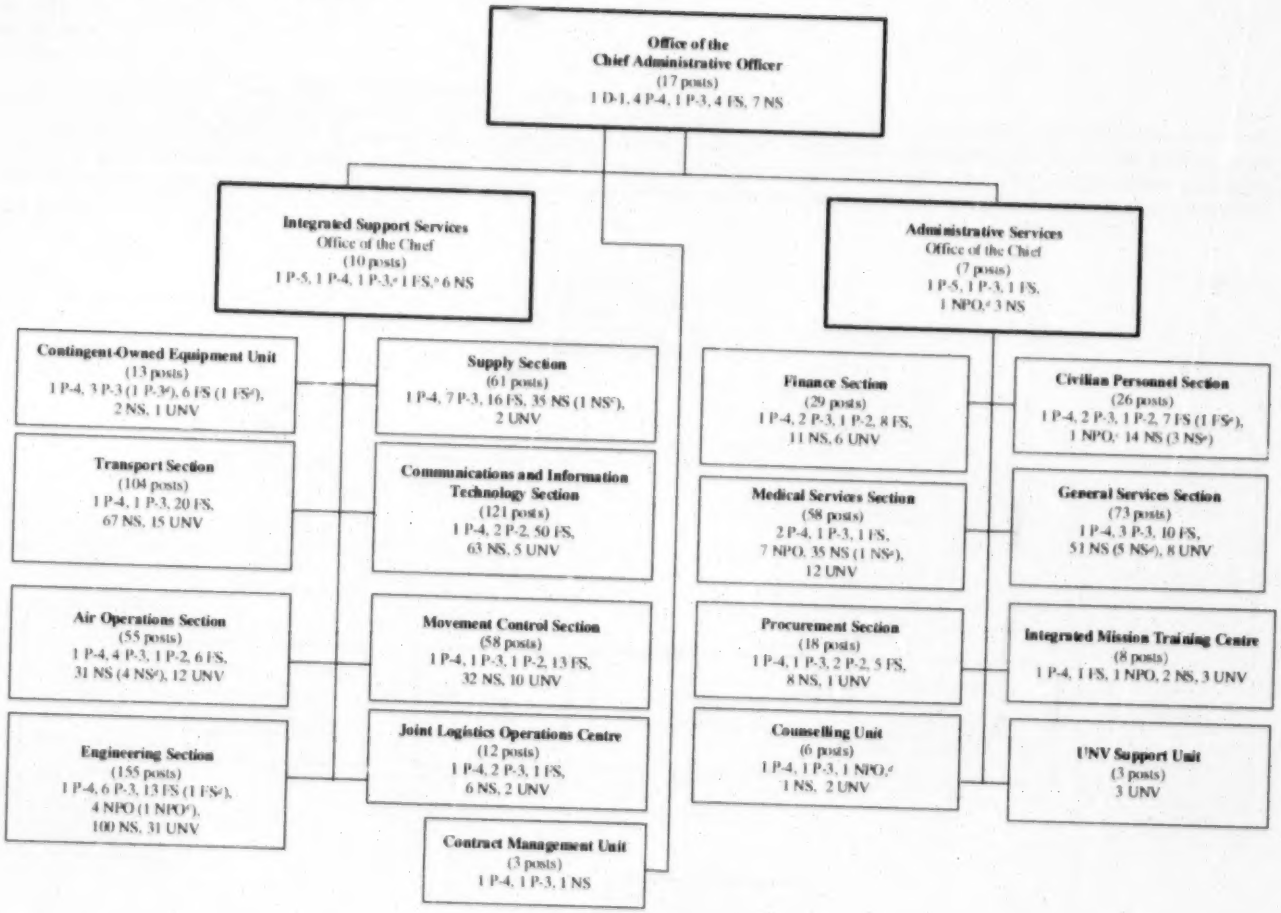
[a] Reassigned.

[b] Redeployed.

[c] Converted.

[d] Funded under general temporary assistance.

B. Administrative offices


Office of the
Chief Administrative Officer
(17 posts)
1 D-1, 4 P-4, 1 P-3, 4 FS, 7 NS
Integrated Support Services
Office of the Chief
(10 posts)
1 P-5, 1 P-4, 1 P-3,[c] 1 FS,[b] 6 NS
Administrative Services
Office of the Chief
(7 posts)
1 P-5, 1 P-3, 1 FS,
1 NPO,[c] 3 NS
Contingent-Owned Equipment Unit
(13 posts)
1 P-4, 3 P-3 (1 P-3[b]), 6 FS (1 FS[c]),
2 NS, 1 UNV
Transport Section
(104 posts)
1 P-4, 1 P-3, 20 FS,
67 NS, 15 UNV
Air Operations Section
(55 posts)
1 P-4, 4 P-3, 1 P-2, 6 FS,
31 NS (4 NS[c]), 12 UNV
Engineering Section
(155 posts)
1 P-4, 6 P-3, 13 FS (1 FS[c]),
4 NPO (1 NPO[c]),
100 NS, 31 UNV
Supply Section
(61 posts)
1 P-4, 7 P-3, 16 FS, 35 NS (1 NS[c]),
2 UNV
Communications and Information
Technology Section
(121 posts)
1 P-4, 2 P-2, 50 FS,
63 NS, 5 UNV
Movement Control Section
(58 posts)
1 P-4, 1 P-3, 1 P-2, 13 FS,
32 NS, 10 UNV
Joint Logistics Operations Centre
(12 posts)
1 P-4, 2 P-3, 1 FS,
6 NS, 2 UNV
Contract Management Unit
(3 posts)
1 P-4, 1 P-3, 1 NS
Finance Section
(29 posts)
1 P-4, 2 P-3, 1 P-2, 8 FS,
11 NS, 6 UNV
Medical Services Section
(58 posts)
2 P-4, 1 P-3, 1 FS,
7 NPO, 35 NS (1 NS[c]),
12 UNV
Procurement Section
(18 posts)
1 P-4, 1 P-3, 2 P-2, 5 FS,
8 NS, 1 UNV
Counselling Unit
(6 posts)
1 P-4, 1 P-3, 1 NPO,[c]
1 NS, 2 UNV
Civilian Personnel Section
(26 posts)
1 P-4, 2 P-3, 1 P-2, 7 FS (1 FS[c]),
1 NPO,[c] 14 NS (3 NS[c])
General Services Section
(73 posts)
1 P-4, 3 P-3, 10 FS,
51 NS (5 NS[c]), 8 UNV
Integrated Mission Training Centre
(8 posts)
1 P-4, 1 FS, 1 NPO, 2 NS, 3 UNV
UNV Support Unit
(3 posts)
3 UNV

Abbreviations: FS, Field Service; NPO, National Professional Officer; NS, national General Service; UNV, United Nations Volunteers.

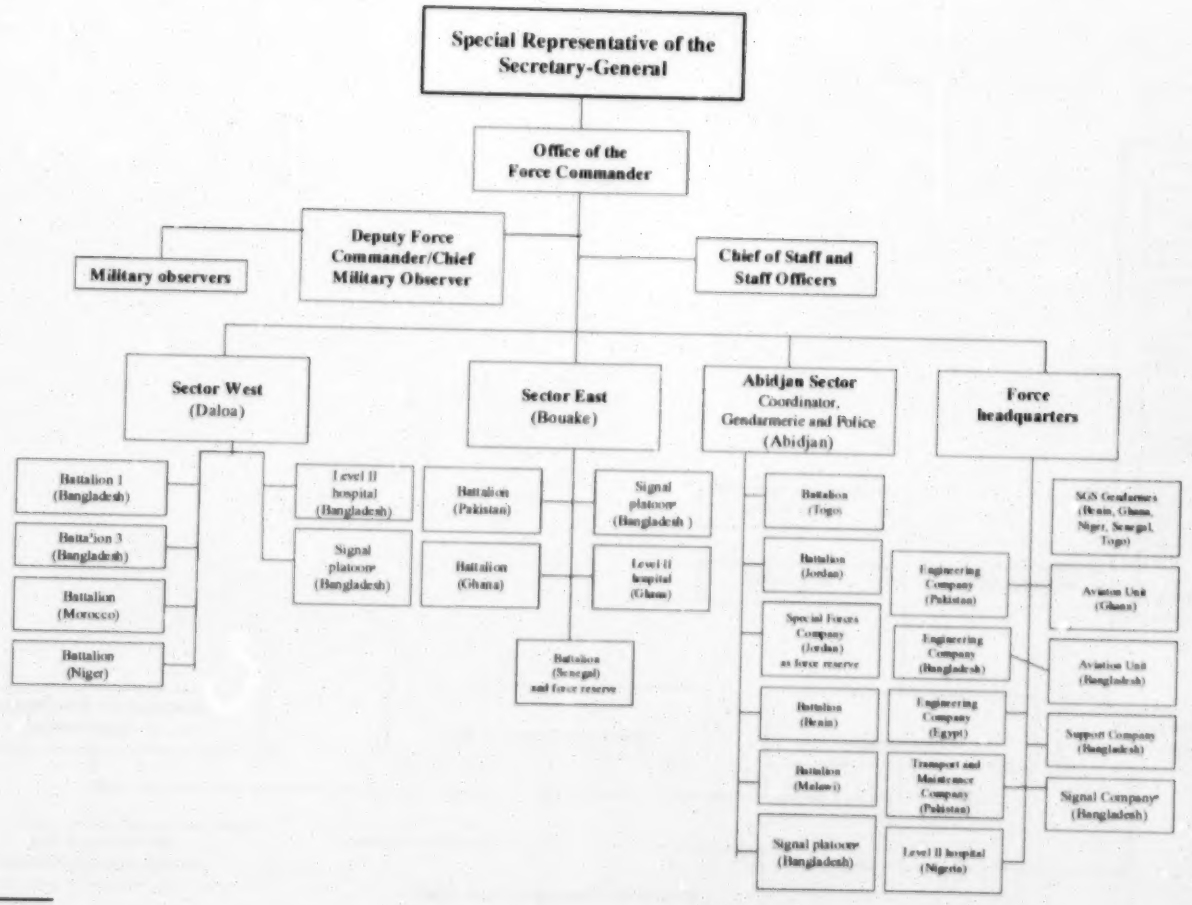
[a] Reassigned.

[b] Redeployed.

[c] Converted.

[d] Funded under general temporary assistance.

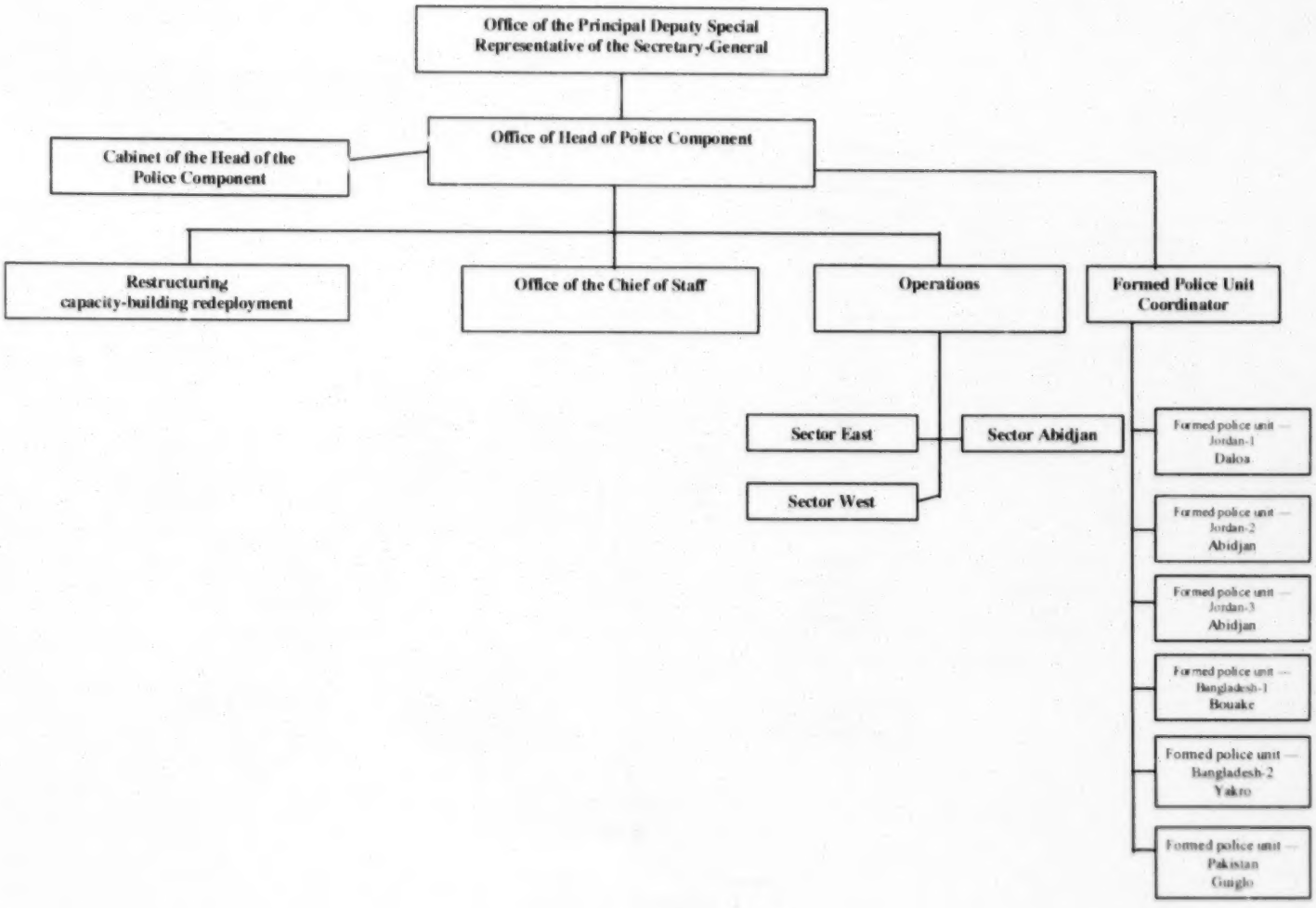
C. Military component



Abbreviations: SGS, Sous groupement de sécurité.

[a] Under command of Signal Company Bangladesh.

D. Police component

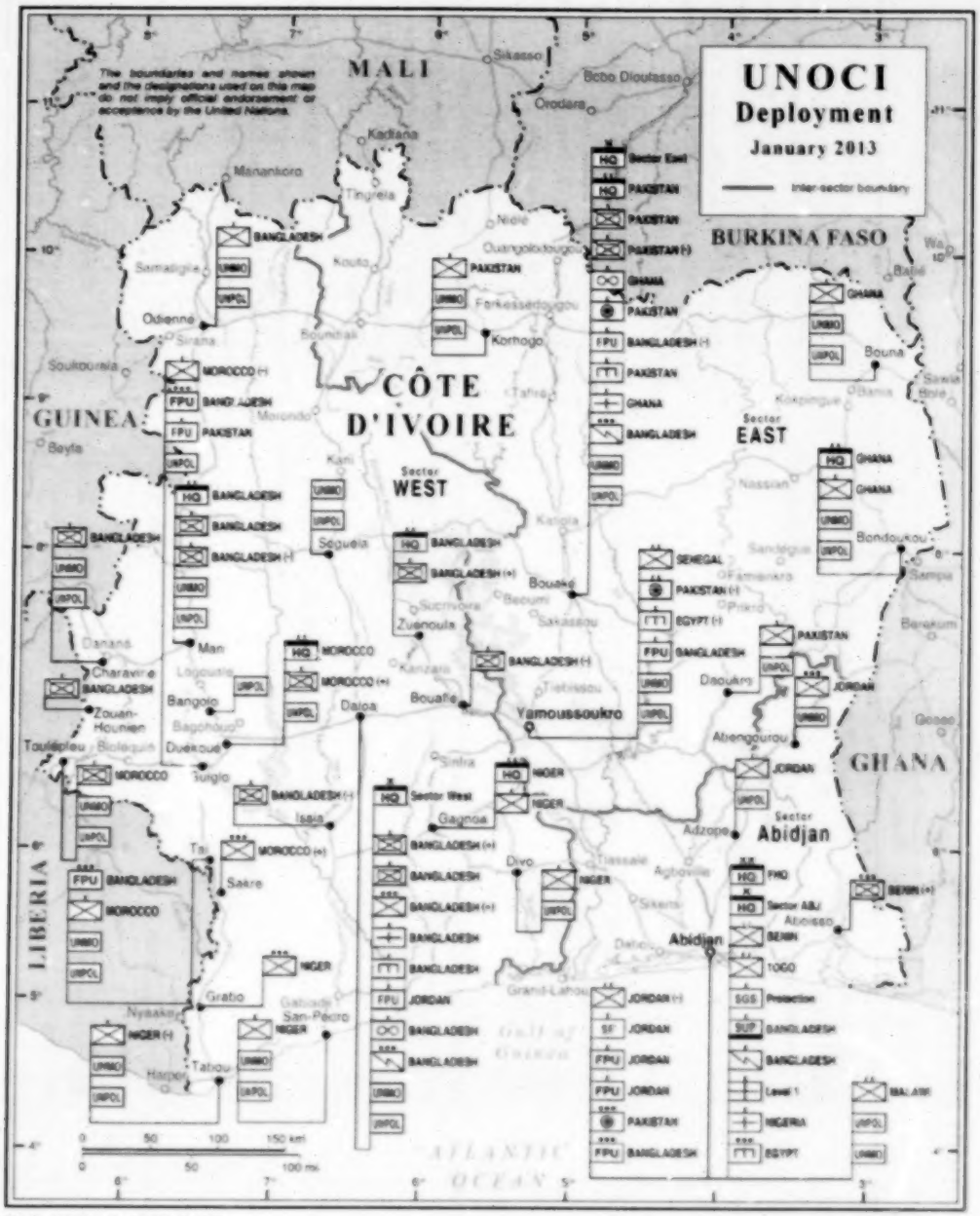

Office of the Principal Deputy Special Representative of the Secretary-General
Office of Head of Police Component
Cabinet of the Head of the Police Component
Restructuring capacity-building redeployment
Office of the Chief of Staff
Operations
Formed Police Unit Coordinator
Sector East
Sector Abidjan
Sector West
Formed police unit — Jordan-1 Daloa
Formed police unit — Jordan-2 Abidjan
Formed police unit — Jordan-3 Abidjan
Formed police unit — Bangladesh-1 Bouake
Formed police unit — Bangladesh-2 Yakro
Formed police unit — Pakistan Guiglo

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Governance	Available mechanisms in place ensuring rule of law, human rights compliance and gender balance	Number of primary and secondary legislation passed in accordance with applicable international conventions and standards	Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations Development Programme (UNDP), United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA)
	Conflict prevention and conflict-management mechanisms are in place at the national and local levels	Number of conflicts dealt with through the local peace committees	UNDP, UNFPA, OHCHR, Food and Agriculture Organization of the United Nations (FAO), UN-Women, International Organization for Migration
Poverty reduction	Available income of vulnerable population (with a focus on women and youth) is increasing	Vulnerable population have access to microcredit lines with a view to engaging in income-generating activities	International Labour Organization, FAO, United Nations Industrial Development Organization, UNDP, United Nations Capital Development Fund (UNCDF), UN-Women, UNFPA
		Vulnerable population have access to food (with reasonably good nutritive qualities)	FAO, World Farmers' Organization, UN-Women, World Food Programme (WFP), UNFPA, United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF
Basic social services	Access to primary education	Equitable access (of boys and girls) to primary education of increased quality	UNICEF, UNESCO, WFP, OHCHR, UNFPA
	Access to health-related services	Affected population (women, children, youth) have access to maternal and childhood-related health services	UNFPA, World Health Organization, Joint United Nations Programme on HIV/AIDS (UNAIDS), WFP, UNDP

Map



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Department of Field Support
Cartographic Section